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The Columbia Cauldron

Vol. I **FEBRUARY** **No. 1**

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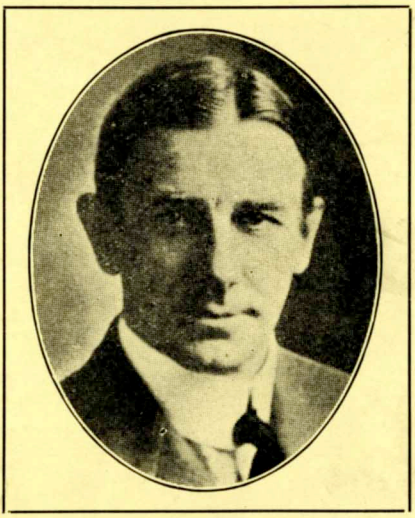

MR. W. P. HAPGOOD
President
Columbia Conserve Company

"Co-operation Through Comprehension"

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

"Deacon Dubbs"

Our Dramatic Society helped very considerably to make our annual dinner night a very pleasant one. The performance of "Deacon Dubbs" added to everyone's joy and we extend to the committee and the players our congratulations and thanks for their contributions.

The choice of a play is always difficult for one has to consider so many things, such as the talent available, the scenes required, its length, the atmosphere in which it is to be produced and the object in view when it is to be played.

Having regard to all these matters, each one of which gives plenty of room for dispute and disagreement, "Deacon Dubbs" was, by no means, a bad choice.

We are not foolish enough to think that the whole play was perfectly staged or that all the actors did as we would have them do. There were short comings, as could be expected.

The decidedly helpful aspect is the fact that the play increased each actor's confidence and added to his or her ability in self-expression. The drama can be made a fine medium for the training of our younger people in the art of expressing before an audience what one thinks and feels; it has a tremendous educational value.

The play revealed, too, that amongst us we have a fair promise of real dramatic talent, an ability, if developed, to "play the part," an aptitude to forget oneself and even make the audience forget itself—which is the essence of good acting.

It remains for us to encourage our young players of promise, and while we believe all who took part in "Deacon Dubbs" did well, very well, we feel impelled to mention the individual perfomances of Ken Lucas as "Deuteronomy Jones," Amelia Cravens as "Dixie Coleman," and Martha Garber and Mary Barron in their respective roles of "Miss Philiipena Popover" and "Yennie Yensen." We cannot omit to mention the "Deacon" as the self-opinionated sheriff from the State of West Virginia. He did well, too. We enjoyed the fun, and to all we extend our thanks.

The following excerpt from the New York Financial Chronicle came to us in the form of a little tract enclosed in a business letter from the Gugler Lithographic Company, Milwaukee.

We reproduce it because it contains many sentiments that we ourselves hold —and because it is most unusual for business enterprises to circulate leaflets of this kind to their customers.

**The greed, madness, turmoil, discontent of the hour and day are as fatal to the spiritual, the inner, the soul-man, as dynamite and poison gas to the physical man. The resolve to get all, to own all, to enjoy all, in a few brief years, with no thought of the needs of others is fatal to spiritual progress. It is the philosophy of true living we need more than further scientific attainments. Not less work but more, should be our slogan. Education should not seek alone the processes of inanimate nature but the processes of the human heart that "weeps and trembles." To make this life worthy of the next by triumphing over idleness, doubt and despair, this is the issue. To transfcrm a riot of pleasure-seeking into the satisfaction of contemplative joy, this is worthy. To renounce, submit, "accept," be humble in sincerity and meek in worship, these are spiritual factors that will not only banish atheism and war, but will smooth the pathway for generations to come. To bequeath a philosophy of love is more than to bequeath a science of success.*

May this be taken as evidence that gradually big business, and little business, too, has become uneasy under the weight and burden of material prosperity in the midst of intellectual and spiritual poverty? We wonder? We wonder!

EDITORIAL

We have set forth upon a new activity! At the bidding of Council, we have taken upon ourselves the task of publishing a monthly journal. This is our first issue; to all it reaches—greetings!

The publication of a monthly paper marks a further step in the steady progress which we have made since the days when, almost ten years ago, our present plan of democratic control of industry was first introduced.

The individuals responsible for the venture of publishing this journal have a number of objects in view, all of which contribute to the larger, all embracing aim of making our experiment in self government a permanent success.

For the reaching of this end several things are necessary, chief amongst these being—an intelligent understanding of the paths by means of which we must pass in order to arrive at our goal.

Our industry is operating already upon a democratic basis, each individual within the plant has an equal voice in the determination of policies to be followed by the company—whether these have reference to wages, hours, conditions of work, or to the more difficult questions of salesmanship and finance.

We are operating thus, in the midst of a community whose beliefs and creed in industrial matters are directly opposed to ours, and particularly opposed to our putting those beliefs into practice, all of which adds to our difficulties and calls the more strongly upon our courage and energies to follow our course.

Intelligent action can only follow intelligent thought. Our journal will try to stimulate this kind of thought in order to produce the necessary intelligent action whenever occasion demands.

There is only one standard whereby the wisdom or unwisdom of any action can be judged; that standard is the one that asks the questions, "How does it work? What results does it produce? Are these results beneficial to the actors, to ourselves and, finally, to all men?" If the answers indicate that any given action is beneficial to mankind, then we can safely adjudge that action good; if the answers be negative ones, then that action is bad.

The test is not so easy to apply as it may at first appear. There are varying standards of "goodness," and of "badness," and it is because men's standards in this regard differ that there is so much disagreement, so much bitter dispute and quarrelling in the world. A common standard of judgment is necessary for a common understanding. This is true as between members within a group and between men in different groups. All this is of importance to us because our standard within our group is, or should be, different to that held by companies and other bodies outside who still believe in autocratic control of industry. To them, our practices must appear either wrong, from clear, intelligent motives or simply crazy. In the same way their practices appear wrong to us—some of their efforts appear to us quite foolish and wasteful—indeed, if you please—simply crazy.

The difference arises from a clearcut and fundamental difference in our respective beliefs as to the way men should run industry. The world is now dominated by the system whose champions believe that industry should care first of all for profits, and only, secondly, for human welfare.

This same world looks on, sometimes with regret, at the inconveniences, the suffering and pain caused human beings in the normal operation of this system, but it raises its hands helplessly and says, "It was ever thus!"

We refuse to believe that, "It was ever thus!", and most certainly, that it must continue thus.

We have already shown, under a system of worker's control—and almost complete ownership—that success is possible. We have made higher profits, wages and salaries. Further, we have reduced the hours of work per day and changed from a six-day week to one of five days, and, side by side, with these changes our efficiency has increased. By our working example we have shown the world that private ownership in industry is not an essential of business success. Our experience indicates that the change from private to workers' control in industry can be, perhaps must be, accompanied by increased returns in all ways.

Is our experience unique? We think it is! Is it so because of any favorable conditions coming to our aid, over which we had no control? We think not, except in-so-far as the opportunity came to us, largely because of our president's views and ideas. Our experience is unique because our experiment is unique. Yet we do not count our greater gains in dollars and cents, nor in shorter hours of work and better conditions under which to perform our labor. Our greatest achievement is the one where we have gained a

confidence, as a group of workers, in our own ability to run industry, to govern ourselves, and then, "produce the goods." Our gain expressed in this is far greater than all others.

As a group of workers our experience disproves the oft-repeated statement that workers—ordinary men and women—cannot be entrusted with the task of running industry, that the duties of management can only be entrusted to a supermind. We say our collective intelligence and knowledge is superior, if properly organized and expressed, to that of any individual or small group of individuals.

Industrial control, when it passes into the hands of the workers, brings with it a delightful sense of new born freedom. It removes the unhealthy feeling that autocratic government inspires in both the governors and the governed. It welds and joins together forces long separated and opposed to each other. It ends the dissipation of valuable energy consumed in destructive domestic strife. It democratises industry and opens the era wherein the energies of all are consumed in a joint constructive effort in a truly co-operative enterprise for a common goal.

We stand for the principles of co-operation and democracy because we think they are, not only better than those of competition and autocracy, but, better as a means in bringing about the very ends which the older economic system professes to serve.

The change from one system to another is difficult to accomplish whenever and wherever it is tried.

Men and women are generally opposed to change of any kind, they prefer to stand by what they have and know than venture upon a new undertaking.

Only dissatisfaction, and a very profound dissatisfaction at that, with a system can move men to seek a change. Dissatisfaction alone will achieve nothing unless those who feel it know its causes and knowing these, then set to work to remove them. Understanding of the cause of a system's faults and shortcomings must precede any successful attempt to change it.

A better system can only arise and continue to exist so long as this understanding is the possession of all those who work for it.

Partial knowledge may be better than ignorance—but we must aim at complete knowledge to be effective units in the pioneering army. Our journal will try to provide that information and that knowledge.

In a few words we may state our aim as being—an effort, by means of the printed word, to keep before us the goal towards which we strive—and to do our best to point the way the road leads.

We hope that our efforts will meet with success, that our fellow employees will rally to our aid, and that each one will regard the journal as his or her own. We hope, too, that when remark or comment has been misplaced, those responsible will have the opportunity of explaining their conduct, and if necessary, of retracing their steps.

This first issue goes forth in the opening month of 1927; we hope to publish eleven more issues before the year passes out—and it is our intention to improve our product with each succeeding month.

Everyone can help, everyone is expected to help—for ours is a "co-operative" paper.

In Accord

Below we present a copy of the decisions reached by a Democratic Shop Meeting of the Arden Forge workers of Arden Delaware.

It was sent us by Mr. Frank Stephens, a zealous industrial Democrat, who, in a covering letter, stated that he was prompted to place the matter of self government before his associates at Arden by a talk he had had with our president, Mr. Hapgood, during the course of which the latter outlined our arrangements here and the progress we had made in a period of ten years patient experiment with self government in industry.

Mr. Hapgood's account inspired in Mr. Stevens a desire to emulate us, and this inspiration he has, apparently, passed on to his fellow workers at Arden Forge.

The Shop meeting which drafted this program met in an atmosphere of open and free discussion with one goal in view—that of so arranging their working lives to the best advantage to the in dividual and the group.

For a first step, their discussions suggest a profound belief in the plan of democratic control, and breathes of a keen desire to obtain social justice for all concerned.

We feel honored to know that our ideals and our plan have been instrumental in urging others to follow our lead.

This is the first case to come to our notice where we have played that role

and such knowledge gives us very much pleasure.

We extend to the Arden Forge workers our sincere congratulations, and earnestly hope for their complete success in the venture.

Although Delaware be far removed from Indiana, we feel very close to our ardent Arden friends, for we are linked together by a common conception of the way in which industry should be run.

May our example inspire others—and, in turn, may Arden, too, encourage us to march along.

Arden Forge—January 1, 1927

1. The business will be run by a Shop Meeting made up of all the regular workers.
2. Until otherwise arranged the Shop Meeting will begin at 11 o'clock every Saturday.
3. The Shop Meeting will choose a director and heads in charge of the different rooms.
4. Until otherwise arranged by the Shop Meeting, Al Harvey will have charge of the forge room, William Martin of the two finishing rooms and the two stock rooms, A. Waterman of the salesroom and salesmen's room, Anna Ross of the office, and Frank Stephens will be director.
5. The Shop Meeting will arrange the hours of work and the wages paid.
6. Until otherwise arranged by the Shop Meeting, there will be 44 hours work in the week, except that those coming from Wilmington will work 46 hours, Anna Ross about 14 hours, Frank Stephens, 22 hours.
7. The profits each month, after paying one-half per cent. per month on the $10,000 invested, will be divided among the workers in proportion to their wages, one-half to be paid in cash and the other in purchases of a joint interest in the business.
8. The Shop Meeting will, if possible, give to each worker two weeks vacation a year, one in the winter and one in the summer, at full wake.
9. The Shop Meeting will, if possible, pay full wages during sickness up to two weeks. Time so lost to be taken from vacation weeks.

* Wilmington is a village five miles away from Arden.

An Appreciation

We all like to act in such a way as to meet with the approval of others.

This is not always easy, especially when our way of thinking differs from that of our fellows.

In thinking of industry we do think with the minority and act with a still smaller minority, and it is encouraging to know that our efforts are appreciated by a growing number of people. We have evidence of that fact in the two following communications which reached us a short while ago.

First, we will cull a part of a letter written to Mr. Hapgood from Chicago, and dated January 7, 1927:

"I am very anxious that my friend, Mr. ———, should meet you and talk to you concerning his dream of putting his business upon a co-operative basis. . . ."

Then, we have a second letter, one dated December 31, 1926, which, in part, reads as follows:

My dear Mr. Hapgood:

I would like to express my appreciation of your and associates' work in reconstructing industry. My class here has been making a study of your Douglas pamphlet and it has impressed the students and myself very much.

We believe the Columbia Conserve Company is making an outstanding contribution to the building of the Kingdom of God—and there is little hope of the Kingdom unless Christian ideals permeate industry.

Yours sincerely,

H. L. PICKERSILL,
Director of Religious Education,
University Christian Church,
Fort Worth, Texas.

These two letters indicate that our experiment is attracting more and more attention every day. We are glad of this, and particularly so when our example inspires others to adopt similar plans for reasons like our own.

We earnestly hope that Mr. Hapgood's visit to Chicago will convince the "dreamer" referred to in the first letter of the wisdom of putting his business upon a democratic basis, and that his venture will prove as successful as ours.

The second letter comes from a religious teacher, and naturally he looks at industry and at us through the eyes of a student of the gospel.

Evidently, to him and his class of students, our efforts fit in with the fundamental teachings of the greatest of teachers, and without of necessity attempting to build the Kingdom of God ourselves, we feel encouraged to learn that in Mr. Pickersill's opinion, we are making a contribution to the building of a kingdom much better in all ways than the one we see around us.

COUNCIL NOTES

Council met for the first time this year on Friday, January 7th. There were present fifty-seven employees — thirty-four men and twenty-three women.

The meeting was called to order at 6:30 p. m. by Chairman Kenneth Lucas.

The first order of business was a discussion concerning the company's financial position.

The questions considered under this head were:

(a) How should salary payroll dividend be paid for the year 1926?
(b) The buying and selling of preferred stock by employees.
(c) Group responsibility in relation to finance.

Council voted unanimously that all salary payroll dividend for 1926 be paid in preferred stock certificates. This was done because of the present and future need of adding to our working capital in response to our growing business. This is a vital necessity, as was amply demonstrated by our treasurer and backed by the opinion of our expert accountants who examined our books for 1926.

Council's decision and the discussion which took place concerning the subject of finance shows a growing appreciation of our responsibility in this direction.

It must become the subject of greatest importance to us in the very near future, and each one is urged to give it as much serious consideration as possible.

The second question, that of employees selling their preferred stock was raised because the practice revealed a lack of understanding on the part of those who sold their stock.

To sell stock at a time when the company is endeavoring to get employees to buy same, suggests that those who want to sell do not realize either the value in hard cash of the stock they hold, nor that in selling it they take money from another employee that might be used to buy new stock from the company.

In a company like ours, whose earnings during the last five years were equal to one and one-third times the amount of its capital stock, all certificates are worth much more than their face value, and looking at it from a cold, matter-of-fact angle, the man or woman who sells stock below or at par is just making a bad bargain. Then, if an employee, let us say, John Jones, sells his certificate, the face value of which is $100, to Bill Thompson, another employee, for $99 or even a $100, he takes that much money for himself, whereas Bill Thompson could have bought a new share and thus helped to increase our capital.

It is in our interest as a group to get as much money into the business as we can, to save as much as we can, and we do not do this by selling what stock we hold to each other.

A group of bandits do not become richer by robbing each other—nor does a society or group by buying and selling to each other.

Council appreciated this fact and this practice was roundly condemned, and is to be discouraged.

Very naturally we meet with cases where dire necessity makes the selling of stock unavoidable. Such cases, Council thinks, ought to be investigated by a committee and reported upon to Council.

Council delegated the responsibility of selecting members of that committee to its chairman. He named the following: Dorothea Nord-Holt, Arlie Myers, W. H. Hines and Jack Evans. The Council chairman serves on this committee by virtue of his office.

The question of group responsibility in matters of finance is closely connected with the two previous questions, and no special discussion was given to the general question, except that the importance of the financial side of our business was clearly emphasized.

The next order of business was concerning the price and acreage for contracting tomatoes for 1927.

The Purchasing Department advised no reduction in the price we paid in 1926. This was recommended because of the great difficulty with which farmers in general are meeting and to insure good quality products.

The proposed price is $15 per ton delivered in Indianapolis and $13 plus freight from outside shipping stations.

It is gratifying to learn that our action in paying more than our competitors to hard pressed agricultural workers engaged in growing tomatoes has had a good influence upon the general prices they receive. Council accepted the recommendation of the department concerned.

The Label Room forewoman submitted to Council two requests for leave of absence. One was from Lena Eilering and for a period of one month; the other was from Pink Teepe, and for a period of upwards to eight weeks. Both were requests for leave without pay.

The request of Lena Eilering was granted with pay. Council felt that Lena's illness was somewhat due to her work in the plant and that Council should recognize this by granting her full pay for the month.

Mrs. Teepe's request was not made specifically on account of her own illness, but rather because of her need to be at home because her daughter contemplated leaving home for medical treatment.

Mrs. Teepe's case caused much discussion, and finally, on account of some doubt being attached to Mrs. Teepe's attitude towards our plan, it was decided to grant her indefinite leave of absence, without pay.

It was further agreed that whenever Mrs. Teepe desires to return to the plant she should make application to a small committee composed of Martha Garber, D. Nord-Holt and Helen Guyun.

A discussion anent our present method of recording Council minutes resulted in the educational committee members being asked to take reports of meetings and form same into a single copy for purposes of reference. This is very important, and at present it seems quite impossible for our secretary to add this task to her many burdens.

At eleven o'clock, Council adjourned after a most interesting and educative meeting.

Council met at 6:30 p. m. on Friday, January 21, 1927. Kenneth Lucas was in the chair.

The first matter of importance to occupy attention was a report from the committee on sale of stock, given by the committee chairman, Jack Evans.

The committee had received two requests from employees that the company buy their stock back in part or in the whole.

The requests arose from the fact that the two men in question were unable to discharge their obligations, one because of sickness, the other from more general causes.

Council accepted the committee's recommendation and bought stock held by the two employees, to the value of $175.

Arising from the committee's report, it was agreed that detail records of this committee's work be kept with the Council minute book. It was felt that in order to prevent preferential treatment, that in the matter of buying back stock from employees, Council should act consistently and treat all employees alike. For that purpose a record of the committee's deliberations will be always helpful in way of reference.

The next matter was a report by Arlie Myers, giving an account of a discussion by the Sales Department concerning the relations of salesmen to work in the plant.

The salesmen suggested a plan whereby one of their number would be continuously employed in the factory.

The outline provides that actual sales work be only done by salesmen for three weeks of every four, and that the fourth be taken up in work at the plant.

With our four resident salesmen, this means that one of them will be with us all the time—beginning, let us say, with Arlie Myers spending the first week of every month at the plant, Hewson spending the second, Al Walters spending the third, and Frank Eustis the fourth.

The salesmen, when at the plant, are to report to the Production Department, and when it may happen that more than one salesman be in town, the second one is to report to the Miscellaneous Department.

For the services of the sales force in the plant, the Sales Department is to be credited with 45 cents an hour per man. The transfer cards to be seen to by the salesmen and department foremen or women.

The reasons for this proposal are many, the chief ones being a desire on the part of the salesmen to keep in touch with the atmosphere at the "base," and a belief in the good effects which change of occupation produces almost at all times.

The scheme met with Council's approval and was readily agreed to by all present.

A new arrangement concerning hours of work by the watchmen was brought before Council by the Mechanical Department foreman.

This provided for a change from a working week of seven days and forty-five hours to that of a week of six days and forty-eight hours. The watchmen like the new system much better, and Council agreed that their desire to have it adopted be granted.

A request by Jack Evans for permission to attend the United Mine Workers of America convention, held at Indianapolis on January 25th, and the following week was acceeded.

On the motion of W. P. Hapgood, a list of subjects for discussion by Council in its future meetings was tabulated. The list contains the following items:

1. A review of the decisions of Council as recorded in our minute book.
2. Children in industry.
3. Married women in industry.
4. Education in the plant and its relation to summer school education.
5. Question of releasing small groups during working hours for purposes of education.
6. Choice of an executive.
7. Personnel discussions.
8. Tardiness.
9. The children's payroll.
10. Our technical efficiency.

There are many others, but the above constitute the more important items.

The Sales Department's recommendation that we should not pack catsup for 1927 was explained to Council and accepted by it.

Following recess, the question was brought up of sending speakers from the plant to address various interested groups outside. This was done in order to obtain the opinion of the group as to the wisdom of this practice. Some of our employees have cast serious doubts upon this policy during the last few weeks, much to the discomfort of other members, and particularly of those members of the group who have been doing this work.

In the discussion, opinion was wholly on one side, and Council unanimously approved of the practice being carried on.

A word of caution was spoken by way of intimating to speakers the necessity and desirability of giving a strictly accurate account of our work here. Nothing can be gained by exaggeration, and we can only be true to ourselves by being strictly true to others.

It is easy for a speaker to become enthusiastic about our achievements, and, if so, it requires a good deal of restraint on his or her part because of the temptation and risk of painting a too rosy picture.

The need for more speakers able and willing to represent us is very apparent, and it is a duty we owe to ourselves to train some of our younger people for this work.

The discussion ought to encourage these people.

An experiment in industrial democracy was reported to have been established in Arden, Delaware.

This is a business dealing in wrought iron-work, employing from fifteen to twenty workmen. The leader is Frank Stevens, and our readers will find more concerning this man and his group on another page.

A report by W. P. Hapgood indicated that our experiment here and its success had been brought to the notice of a manufacturer in Waukegan, Illinois, and that he was anxious to establish his business upon the same basis as our own.

This man sought the advice of our president and expressed a keen desire to have his assistance in making the change from autocracy to democracy.

We hope he can be of assistance, and we shall watch developments in this quarter very keenly.

At 11:00 p. m. Council adjourned after a very interesting and, in some ways, very critical meeting.

There were twenty-three women and twenty-six men present.

Columbia-grams

Is Dorothea Nord-Holt's a *permanent* wave?

We hope so!

Overheard in the Painting Room:

"Yes! I have the ring, the wrist watch—and the man, too.

"Slim always comes down on Friday nights; we don't work on Saturdays"

There is talk of sending Ken Lucas to Hollywood. He may fill Chaplin's shoes—are they big enough?

Hewie, replying to Mrs. Roberts: "So you think I did well in 'Deacon Dubbs'!"

Mrs. Roberts: "Yes! very well!"

Hewie: "I had a correspondence course in dramatics a few years ago."

The budding romance between Mr. J. C. Hawkins and Miss Raepke was nipped in the bud during the annual dinner night.

When Margaret said she was going to eat her capon, Joe became excited and insisted she should not eat with her cape on. Margaret became annoyed. Joe always outrages her delicate sense of etiquette—when will he learn?

Why did Clarence look so sour at Miss Franz when she suggested the use of finger bowls at the annual dinner. Clarence, finger bowls are quite the rage in Chicago—don't chu know!

Did President Hapgood receive the hearty "co-operation" of his patrons that night he ran out of gas on Washington street? Did they just look on? Was there any cussing done? It wasn't a warm evening, as we recall!

The Annual Dinner

The Annual Dinner was a pleasant function. Everyone present on the evening of January 14th seemed very happy. The fare provided was very well chosen and very well prepared. It pleased us all immensely.

The atmosphere breathed with good fellowship. The transaction of necessary business was carried out very expeditiously and the speeches concerning this side of our activity were most instructive The president's review of the year 1926 was most comprehensive, following a very detailed explanation of that year's balance sheet by Treasurer Herner.

The prospects for 1927, looked at with the experienced eyes and mind of the president, give every reason for optimism even when looked at with the caution and care so characteristic of the vice-president, there seems little cause for any fear or anxiety.

The addresses showed a fine blending of business intelligence and a deep concern on everyone's part, for the success of our experiment in a social sense. Evidence of the former fact was given in the resolution of the stockholders to issue $50,000 in preferred stock, because of our expanding business, and of the latter fact, by the frequent emphasis placed in all the speeches upon the importance of education.

One would like to give a full account of all that was said, but that is impossible. Some of the statement's made, however, ought to be given here because of their significance and their worth.

It was encouraging to hear our president with his ten years' experience at the head of the organization and his keen observation of all things within the plant, give the assurance that in his opinion—

"We have achieved what seems to me the first step in a democracy, namely, fraternity, brotherhood, good fellowship among ourselves . . . I think we have come to have an intimacy here, a brotherhood, which is of great importance, and in the course of achieving that brotherhood we have also achieved a large measure of liberty, almost complete freedom —perhaps, I might leave out the word 'almost' and say that we have achieved a freedom in our relations, a freedom with respect to employment, a maximum of freedom consistent with the possibilities of a group of people working together."

Those of us who work in the plant know how true that statement is; and those among us who have worked in other places of employment know that this is an outstanding feature of our own group and are able to appreciate it very fully.

Mr. Norman Hapgood made a remarkably fine speech interspersed with pieces of real wit and humor. He was less optimistic than his brother, and in his caution and care claimed kinship with our vice-president and purchasing agent. He called himself a "piker" and a "grouch" —and was proud of it. Mr. Norman Hapgood emphasized the need for and value of education in the conduct of business and especially in a business operating as ours is, upon a democratic basis. He mentioned the difficulties with which we might be faced and urged us to prepare ourselves to meet them. The greatest need we have is that of a common understanding. We have it now to a great degree, and it is our greatest asset; but there is still room for greater understanding, there are still many disagreements among us that can and ought to be removed; the method by means of which this can be done is that of open and frank discussion.

Our present success and most certainly our future success depends on our ability to work harmoniously together, to cooperate the one with the other not only by the work of our physical bodies, but also with our minds.

In giving expression to the above sentiments, Mr. Hapgood did a good service. He spoke the plain and obvious truth; and these several truths are so important that they need to be repeated and borne in mind continuously.

The other speakers dwelt upon several aspects of our life and work. It was, indeed, pleasant to have the impressions of the Antioch students who were present— and especially of Walter Rutnam, from far-off Ceylon.

In every sense our Tenth Annual Dinner was a pleasant and encouraging celebration.

We all enjoyed ourselves very thoroughly and we shall look back at it with pride and satisfaction.

May our next Annual Dinner be even better, and may we make such a success of our co-operative experiment that in the near future, at a not far distant Annual Dinner we shall be able to declare that the enterprise will in actual fact be ours as a group—owned and controlled by the workers.

Why is Howard so opposed to married women? Is his wife nasty? We wonder!

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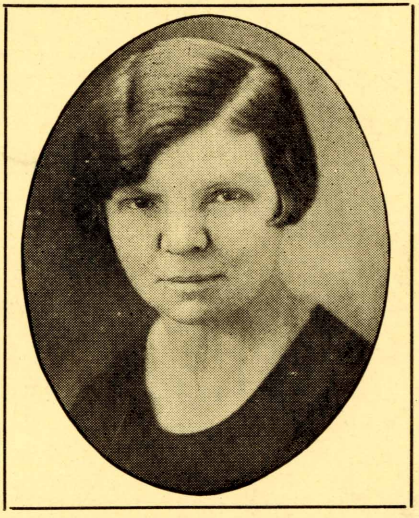
The Columbia Cauldron

Vol. 1 **APRIL** **No. 3**



MISS CHLOE E. MEHARRY
Council Vice Chairman Of
The Columbia Conserve Company

"Co-operation Through Comprehension"

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INDIANAPOLIS

"But Once"

BUT once I pass this way
And then . . . and then
The silent door swings on its hinges,
Opens, closes . . . and no more
I pass this way.
So, while I may
With all my might I will essay
Sweet comfort and delight
To all I meet upon the Pilgrim way.
For no man travels twice, the
Great Highway
That winds through darkness up to light
Through night,
To day.

—*Oxenham.*

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COLUMBIA CONSERVE COMPANY

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MY EXPERIENCE AT THE SUMMER SCHOOL FOR GIRLS IN INDUSTRY

By Lily Stewart

The University of Wisconsin at Madison, Wisconsin, began an experiment, practically three years ago to give the girls in industry a more definite view of the Industrial World.

The plans as to studies were carefully made out for the industrial students. Economics, English and Physical Education were the main subjects, but the girls might have taken swimming, tennis and dancing if they wished to do so.

I am very thankful to my Columbia friends for the privilege of attending the six weeks summer session last year. I took up the three main subjects, and found them all very interesting. I also liked the instructors very much.

In Economics I learned to understand and appreciate more than before the plan under which I work, and I also learned something of the different industries in other sections of the country. The six weeks gave me a chance to study and think of things in a way that I had never thought of them before. I think one should know something of the Industrial World and not merely the industry in which one works, although it often happens that many workers know very little of their own industry.

English was a rather difficult subject for me, because I have never been much interested in it. Although I would like to speak and write correctly, I found many other things in which I am much more interested. English, however, is a very important subject, because it helps one to think more clearly, and to express one's thoughts which may be of great value to others.

Physical exercises play a very important part in the condition of our health, and efficiency in our work. Most of us forget that our sitting, standing and walking positions have much effect on us, because our minds are so deeply occupied with other things. When I entered the summer session for industrial workers with thirty-three other girls I was given both a physical and medical examinations. Our physical instructors gave us the kind of exercises we most needed to correct our defects and to make us healthy and more efficient workers.

I do not believe my Columbia friends can ever realize how much I appreciate what they did for me, when they sent me to the University of Wisconsin Summer School for Women in Industry, and for that I feel very grateful.

THE GREATEST THINGS

The greatest sin—fear.

The best day—today.

The greatest deceiver—the one who deceives himself.

The greatest mistake—giving up.

The most expensive indulgence—hate.

The cheapest, stupidest and easiest thing to do—finding fault.

The greatest trouble maker—talking too much.

The worst bankrupt—the soul that has lost its enthusiasm.

The cleverest man—one who always does what he thinks is right.

The meanest feeling—jealousy.

The most important training—training in democracy.

The greatest need—common sense.

The best gift—forgiveness.

DR. FRANK CRANE.

This is a new idea—and it's not copyright. When your wife simply won't let you go out, try overheating the house, then tell friend wife you're going to turn in the fire alarm. We know some folks who've made a get-away for a whole evening. It's risky, but it can work. For fuller particulars, see Lee Carsons.

The king, dictator, employer or teacher who does things for others which they might have accomplished for themselves thereby weakens the capacity and worth of citizens, workers and students.—E. C. Lindeman.

EDITORIAL

The Columbia Conserve Company has done many unusual things from time to time; it continues to do many extraordinary things at the present time.

Our various activities are difficult to understand unless it is fully understood, before-hand, that we are attempting to prove that Industry can be run differently to the way in which the majority of industries are conducted today. Generally speaking, we may say that the difference between our own view and that of others, of whose practises we disapprove, and who, in turn, disapprove of ours, is that we believe Industry should exist and function in order to serve human needs, that in fact Industry exists solely for man, whilst, without expressing it, and sometimes, by open confession, very many people accept the view that man exists for Industry, and that the problem of greatest importance is to adjust man to the needs of Industry. Our view that Industry is the weapon with which men and women, acting in cooperation, extract from nature the wherewithal to live is an extremely old view, and it has only been obscured in the minds of men by the developments of capitalistic industry during the last two hundred years. Industry first came into being to serve the needs of man, and whenever it fails to do this it falls short of realizing its true aim. When once this view of the relationship of man to Industry is accepted then the policies and program which we follow are the natural sequence, and a failure to understand them, or to appreciate their meaning, bespeaks of a difficulty. and possibly a complete failure, to understand our conception of Industry, in regard to human welfare.

The view held by those who believe in autocratically controlled Industry carries with it many practises which are not in accord with our views, and one of these is its disregard for the needs of the individual in Industry. The autocratic conception of government in Industry leads to a view being taken which regards mines, factories, work shops, even farms, as fields of war, wherein men fight for the "spoils," each taking as much as his power, skill, craft, or cunning will allow.

Such a system cannot fail to ignore the needs of the individual, and in its operation during the last two centuries many individuals, even groups, have been sacrificed by enforced but undeserved poverty. On the other hand, the operation of this system has enabled a minority of human beings to levy tribute upon Industry, and to extort from it a much greater amount of wealth than has been or is necessary to satisfy their most extravagant needs.

The picture of a system where poverty and spiritual degeneration in its fullest sense fills one-half of the canvas whilst the other half shows a group of individuals saturated by the proceeds of human industry is not pleasant to behold, but, to change all that it becomes necessary to change the basis upon which Industry stands.

To make this change involves a change in the actual practices which we follow, and only to the degree that we do change these will the whole picture present a different set of circumstances. Our Children's Payroll is a departure from the practise of autocratically controlled industry because we do not regard Industry as a field of war, and do not accept the view of "spoils." It is because we think of the needs of our employees as being of primary importance in estimating wages and salaries that we break with tradition; the same thing is true of our sales policy, our educational work, our vacations with pay and our pension fund idea.

Because our ultimate aim or goal is that of Industrial Democracy we must observe a different code of ethics or morality in the conduct of our business both insofar as it relates to ourselves, and to the outside world.

We would urge our employees to seek the reason, for our sometimes strange activities, and to agree with them only after they understand them. We seek to be consistent in all we do—consistent with our final goal, and to accept our goal involves accepting also the means we employ to reach it.

We shall not be satisfied merely because individuals acquiesce when we urge them to take our leadership or accept our point of view but rather we would ask them to oppose our plans when they do not agree with them, or when they have doubt concerning them; then, we might discuss, even argue, and dissuade ourselves from following a given course, or persuade others to see the wisdom of following it. We want clear thinking and candor. We want precise expression, for without these things there can be no satisfactory democratic action, and we must learn to practice intellectual sincerity and verbal frankness in all things.

COUNCIL NOTES

Council Meeting of March 4th, 1927

The minutes of Council Meeting for March 2nd were read and approved.

Chairman Lucas called upon a member of the Education Committee to report upon the Committee's recommendation with reference to the payment of wage-workers.

D. Nord-Holt responded, and the following motion was put before Council:

"That we pay wage workers on the basis of a fifty hour week when the plant is operating on a schedule less than that; that wage workers be paid over time for hours in excess of fifty hours per week during packing season, and on the time in excess of ten hours a day during the balance of the year."

This, it was pointed out, involves a change from paying our wage workers on a daily basis to that of a weekly one.

The recommendation was accepted.

The next question on the agenda was that of which notice had been given at the previous meeting—the question of paying the traveling expenses of salesmen's wives when a salesman is away on business for over a week and chose to take his wife with him on such a trip.

It was pointed out, and emphasized, that the salaries paid to our salesmen were not nearly as high as those paid by the average business concern in America, and that no one of our salesmen could be expected to meet the expenses involved in taking his wife with him on a business trip. The justice of making this concession to our salesmen was not seriously disputed, and without a very prolonged discussion it was agreed that the company become responsible for the transportation expenses (including Pullman service) of a salesman's wife who accompanies him on a business trip of more than a week's duration.

The possibilities of transferring the label-printing room, enlarging and otherwise improving it were next the subject of discussion. This matter has been under consideration for a long time. The committee intrusted with making recommendations about the matter issued its report. The report suggested moving the men's dressing room to Warehouse No. 2, and the conversion of the present dressing room into an additional room for the label department.

To the committee's recommendation there was almost complete agreement.

The above question brought up for discussion the advisability of moving also the women's dressing room, and a committee, composed of D. Nord-Holt, Helen Guynn, Ella Carlisle, Bert Hines and Frank Bolser, was appointed by the Chairman to consider the question and report its findings to Council at a later date.

A report from the Stock Purchasing Committee was given to Council by Jack Evans.

Three requests that the company buy Preferred Stock had been entertained by the committee during the current week. These came from Robert Scoughams, Martin Voris and Irene Mack.

Both Scroughams and Irene Mack had left our employ, and the committee felt that in the case of the former it was wise for the company to sever its connection with him by buying the $133 in Preferred Stock which he held. A recommendation to that effect was accepted by Council.

Irene Mack held Preferred Stock to the value of $180 and was in need of the money to meet medical fees now due, and likely to be incurred in future. The committee had regard to this fact, and to the other very important fact—our treasurer's need for money, and decided to recommend to Council that the company buy from Irene Mack one share of Preferred Stock i.e. $100, immediately, and that the balance of $80 would be purchased on or after June 1st, 1927, if the holder so desired at that time.

This, Council agreed to do.

The case of Martin Voris called for sympathetic treatment because he was forced reluctantly to leave the company on account of his son's ill health.

He had arranged to remove his ailing son from a sanitorium to a small farm in the country, where he hoped the boy's health would improve.

He asked the company to buy his Preferred Stock of $277 to enable him to buy stock and grain for farm operations. The committee regretted the circumstances in which Martin found himself and recommended that the company buy all his stock. This course was adopted on the ruling of Council.

At Hewson's request Council agreed to asking the Education Committee to decide the question of the committee's chairman.

The Label Room forewoman recommended three persons for positions as salaried workers: They were Mrs. Emma Rice, Mrs. Dorothy Beckett and Mrs. Vallie Clayton. Council agreed to the recommendation with the usual provision that each one of the persons concerned passed the medical examination.

W. H. Hines asked Council to consider granting leave of absence (with pay) to

Ivan Miles on account of his very obvious ill health.

After a brief discussion Council ordered that Miles be given four weeks leave of absence, with pay, and that at the end of that period his case be reviewed and further leave be then given if necessary.

Kenneth Lucas and Arlie Myers were asked to convey that decision to Miles.

On the reports of the salesmen it was decided not to close the factory for vavations.

Treasurer Herner reported that a decision had been arrived at by the members of the Bookkeeping Department to take plant inventories in future on June 30th of each year. This was done on the advice of our expert accountants. Council approved of Herner's report.

All salaried employees were asked to furnish their department head with two alternative dates upon which they would like to take their vacations; their choice of dates to fall between May 1st and December 31st. These are to be presented to the Sales meeting of March, so that we may arrange vacations for the whole salaried force. At Ed. Proper's request, O. C. Hendricks was granted four days' leave of absence to work on his farm, in forthcoming week.

The Education Committee chairman reported upon the application of a Mr. Pitcherd, of Noblesville, for work with us.

From all appearances, the two Education Committee members, who interviewed Pitcherd, regarded him as a very desirable person.

He reported that he had had a long experience in the canning trade, and knew a good deal about the industry.

Because of the absence of both Alberts, it was thought unwise to make any decision that night. The matter was left over for the next meeting.

It was agreed to hold a special Council meeting on Friday, March 11th. At 10:45 p. m. the meeting was adjourned.

SPECIAL COUNCIL MEETING OF MARCH 11, 1927

A special Council meeting was held on March 11, 1927.

The minutes were read and approved. Ken Lucas acted as chairman.

The first matter brought before Council was the question of Vacations.

In connection with the matter of vacations, it was brought to the notice of Council that members or employees, who had worked through the busy season and who had only recently been placed on salary would only be entitled to one week's vacation.

It was felt that this was unfair, as the main reason for granting vacations, in that the employees who pass through busy season with us, are usually in great need of rest and recuperation. It applies as much to wage earners as it does to salaried employees, and a motion was tabled asking that employees recently placed on salary (and who had worked through the previous busy season with us) should be granted an extra week's vacation. A long discussion ensued.

Finally, it was felt that because of the very narrow margin, by way of majority, which was obtained for this proposal, and that it was a departure from our customary practise, that the matter be left over to a future meeting.

Arising out of this discussion it was pointed out that very much injustice was incurred upon wage workers in that we allowed them to remain in that status for very many months, or a time very much longer than that necessary to determine whether a wage worker is entitled to a position as a salaried employee.

Council thought that if any employee who worked with us on wages during the last four months of the year, which includes busy season, that he or she should be considered the following January with a view to placing him on salary or dismissing him. This was carried unanimously.

It was agreed upon that vacations be considered from June 1st to June 1st of each year.

Next came the question of granting vacations for services on Council.

The principle of granting a vacation for a given number of Council attendances had been previously recognized. It was brought up at this meeting to see whether a change had taken place in the attitude of the group upon this question.

It was decided that the principle of granting a vacation for services on Council be adhered to. Attendance at Council and participation in the discussions which arise and take place at Council is exactly the same thing as work in any other part of the factory; work at Council is often more exacting and fatiguing because of its nature, than work of a more obvious physical character.

It was decided that employees who had attended sixty percent of the 1926 Council meetings would be entitled to one week's vacation this summer. After our usual recess, the application of Miss Gertrude Felton for a position as typist with us was brought before Council, by Miss Helen Guynn, Chairman of the Educational Committee. The Committee's recommendation was that Miss Felton be placed on salary with us immediately.

Council accepted the recommendation of the Educational Committee, and Miss Felton was asked to report for work on Monday, March 14th.

A question that has caused a division of opinion amongst Educational Committee members was next discussed. Some members were under the impression that Council had intrusted to the committee the duty of making recommendations to Council, not only in the case of new applicants, but in the case of elevating wage workers to the position of salaried employees. Other members of the Committee were not in agreement with this view, and held that the Committee had only jurisdiction in the case of new applicants. After a discussion, Council agreed that only in so far as new applications came before Council or came by any other means to the company, was the Educational Committee asked to make any recommendations whatever. The question of placing people, who were with us previously on wages, in the salaried position, was left entirely for Council to act upon.

A letter from Mrs. Moody of Chicago, asking Mr. Hapgood to advise her as to the securing of a capable assistant for her in working her bakery, was next brought forward by the Chairman of the Council. The request asked for a person who was trained in financial matters and who had some knowledge of business organization. It was further implied that such an applicant would be much better fitted, if he or she had a social training, and understood the nature of the plan under which we work here. Mrs. Moody has been anxious for some considerable time to establish the same kind of plan in her bakery as we have here, but has for that time lacked the necessary guidance and support from those around her. The indefinite character of Mrs. Moody's letter made it very difficult for Council to arrive at any decision, and more especially to make any definite recommendation in the matter. Two names, however, were brought before Council: those of Ken Lucas and Cornell Hewson. It was felt that both these men had certain qualifications that would fit them for the position, but because of the fact that we had not the knowledge necessary, we could do nothing better than ask both these men, and others, to give thought to the question and to regard themselves as being likely to be asked to go. Consequently, the matter was left on the table pending Mr. Hapgood's return when, perchance, we would have a fuller knowledge of the circumstances and of Mrs. Moody's needs.

The factory meeting chairman, Duke Vaughn, brought to Council a request from that meeting, asking Council to exhibit the minutes of each Council meeting on the bulletin board, and that the department heads should be notified in writing of anything agreed to in Council affecting his or her department from time to time. This was agreed to by Council by a unanimous vote.

It was moved and seconded that Council ask the Pension Fund Committee to bring a recommendation for a pension plan to the second regular Council meeting for the month of April. This was agreed to.

A question that has appeared upon the list of items on our blackboard for discussion was next brought to the Council's notice. It was the one which asked whether Mr. Hapgood should become responsible for part of Mr. Billy Hines' salary because of Mr. Hines' services on the farm during the working day. Mr. Hapgood had felt somewhat uneasy because of the fact that he did not contribute to Mr. Hines' salary while he accepted Mr. Hines' services. Mr. Hines himself protested against being the receiver of two salaries, or of one salary from two sources. After a very short discussion it was agreed to unanimously, that Mr. Hines' services be given to Mr. Hapgood without payment until further notice.

Two questions were left over for the following meeting. The first was a further discussion of the question of Children's payroll, and the next was consideration by Council of Genevieve Cain's recommendation that Maude Kennedy be placed on salary. To conclude the meeting Mr. Tanner of Colorado, who had spent the day with us at the factory, was asked to say a few things by way of observation upon our methods of working. He spoke very highly of us, and more especially of Mr. Hapgood and his endeavor to establish industrial democracy. Mr. Tanner's remarks were very encouraging and we feel very grateful to him for what he had to say.

Council adjourned at 11 o'clock.

COUNCIL MEETING OF MARCH 16, 1927

A regular Council meeting was held on March 18, 1927, with Ken Lucas in the chair. The secretary read the minutes, which were corrected and adopted. The attendance was 27 men, and 28 women.

The first order of business was the question which deals with the practise of paying a children's allowance to several of our employees. Considerable dissatisfaction has existed for a long space of time with the practise referred to. The dissatisfaction arises, we believe, from a complete inability to view the custom in the proper light; and while objection has been expressed by several members of Council to the continuance of the practise it was not made clear that to follow it is in any way wrong. It seems to lurk in the minds of some of our employees that the practise of paying children's allowance to members of our organization whose earning capacity is low, is a trick of some kind whereby the person receiving the allowance, is in one way given what is denied him in another. The objection was voiced very clearly by John Passwaiter, and we appreciate very fully his attempt to justify his objection; we do not think, however, that he succeeded in proving his case. To object to the practise because it appears to some people to be a charitable institution is not enough. The practise of paying for the maintainance of a family on the basis of its needs, or partly on the basis of its needs, is not in any way new. It was very general during the late war when most of our military and naval men were paid in that fashion. It was not objected to during that time and we wonder why it was so generally accepted then. There was no outcry against the Government's paying to our soldiers and sailors who had large families, a greater amount in allowances than was paid to those who had small families or those who had no families.

The principle is exactly the same in Industry. We believe that income should be more equitably distributed, and while the time has not arrived to base income entirely upon the needs of the individual and those he has to support, we believe that steps in that direction are at all times well directed. The person in receipt of two or three dollars or more because he has a family enjoys the larger income not because he is a better or worse worker than the person who receives no allowance, but simply because he has more to take care of, and requires more income in order to supply the needs of his family. The modern world is not in favor of the principle because people with very little needs are often in receipt of very large incomes. One could very well understand an objection to basing incomes upon needs coming from a bank president or a railroad president with a wife and two or three children who is now in receipt of ten or twenty or more thousands of dollars a year. In that case one need have very little difficulty in understanding the objection; but it is a little beyond our comprehension to see why a body of working men should object to it.

If we were in a position to reverse the present basis of paying men for their contribution in industry, then working men would benefit to a very large extent, and those people who are now greatly overpaid would have to yield some of their income to those more deserving people who have greater responsibilities. We believe that the need of the moment is to educate men and women to see why that practise is being championed by a growing number of people, and when once they are able to see that, then we anticipate that instead of being the opponents of the practise they will become its active supporters. After a long discussion it was decided that the Bookkeeping Department should accept and act upon all requests, made in writing, for the support of dependent children under 16 years of age, when these requests come from our employees who earn less than a weekly salary of $30.00. The rate of payment shall continue at the $1.00 per child per week. This was unanimously carried.

It was agreed upon with very little discussion that Mrs. Roberts and Mrs. Bills, our cafeteria workers, should be granted an extra week's vacation for the services which they have rendered during the past year in preparing and serving meals at our Council meetings.

Mrs. Moody's request was again brought up and Mr. Hapgood gave us some little information which was very valuable. He did not give us enough to make any recommendation in the matter, but it was agreed upon that Mr. Hewson in the course of his travels should call upon Mrs. Moody during the next two weeks at some time convenient for both himself and Mrs. Moody, and secure information from her as to what kind of person she is desirous of obtaining. This was agreed to and Mr. Hewson has already made arrangements to see Mrs. Moody.

The question of placing Maude Kenredy on salary was the subject of some little discussion. Finally by a majority of 42 it was agreed upon that she be placed on salary providing she passes the medical examination.

The question of vacations for wage workers who have recently been placed on salary and who had worked with us during the busy season was again brought up, and it was dispensed with by a large majority voting against the

departure from our usual practise of giving vacations to salaried people from the date of their being placed in that position. This was agreed to by a substantial majority.

Next came the case of Mr. J. L. Evans of Yale. Letters from him to W. P. Hapgood and Jack Evans were read to Coun-cil. Both letters informed us of his health, and of his general physical condition. It was quite apparent that he is not physically fitted to undertake any heavy manual labor. The group was asked to express an opinion as to the wisdom of asking Mr. Evans to join us, and it was decided that Mr. Hapgood see Mr. Evans on his eastern trip which he contemplated undertaking the following week. It has been felt by some members of the group that the attitude of some of our employees towards people of Mr. Evans' standing has not been at all times a healthy one. To ask a person trained in a college, or a person having not had experience at manual work to take upon himself immediately the heavier forms of such work is, indeed, asking far too much, and, the belief that seems to exist among some manual workers, that if they succeed in working harder or producing more with their physical bodies than the person untrained in that direction is not to be greatly admired.

The opposite thing to that would be for a person so trained to ask a manual worker with no training in art or science or literature, a series of difficult questions, and finding that such a worker could not reply to them, he would poke fun at him, and belittle him, regarding him as the greatest and worst kind of ignoramus. The only reason why a manual worker is able to outwork the person with an academic training is that the manual worker has been training his muscles during the very years that the other man has been training his mind; both are fitted for their own special field by virtue of long practise.

It is as difficult for a mentally trained worker to work physically as it is for a manual worker to approach and solve difficult mathematical problems. It is very necessary that we understand the nature of the training which any one of us may have had, and when we understand that, then we understand, too, the fields in which any one of us is best fitted to work, and best fitted to produce the greatest possible amount of good.

It is to be hoped that Mr. Evans' condition, physically, is not such as to prevent him coming to us. We can ill afford to lose the services of one that promises so much because of his training and his zeal to do some useful work in the field of industry. We hope that Mr. Hapgood when in the East will bring back to us very favorable reports in this direction and that ere long we will have the pleasure of seeing Mr. Evans with us.

Permission was given to Department heads to consider and allow requests for vacations in April to be granted, if work in the factory permitted.

The Label Room forewoman asked consideration of an applicant to fill a position in her department of a machine operator. It was felt that such a person was very necessary, especially in view of the fact that no one in that department was sufficiently trained to take the place of the regular operator, in the event of that person not being at work. This matter was referred to our next Council meeting without any kind of opposition.

It was decided that all requests for leave of absence with or without pay made by salaried employees must be submitted to Council for action.

Helen Guynn was given a leave of absence without pay for four days to attend a conference at Dayton, Ohio. Upon the recommendation of Miss Franz this was carried. It was agreed to accede to Miss Guynn's request that her traveling expenses to the conference be not paid. It was agreed to have a special Council meeting on March 25th. The meeting adjourned at 11:15 p. m.

SPECIAL COUNCIL MEETING HELD MARCH 25, 1927

The meeting was called to order by Chairman Lucas. Secretary Franz read the minutes of previous meeting—these were adopted as read.

A great part of the time of this meeting was occupied in discussing the status of all women employees in relation to the minimum salary and the payment of children's pay-roll.

The opinion was expressed that the position of a woman employee, where she supported a family, should be considered as like that of a married man, with like responsibilities.

This involved paying such a person a minimum salary of $24 00 instead of the existing minimum of $19.00 a week, and the payment of our customary allowance to her for any dependent children she might have to maintain.

Two resolutions calling for this change in our treatment of women employees were lost, and a further resolution askink for complete equality between men and women, in the matter of minimum salary and children's allowance was with-

drawn.

Most Council members believed in the fundamental justice of these three resolutions, and many of those who voted against them did so because they felt our resources to be inadequate to meet the change.

The search for equality was very real and, of course, very praiseworthy. There was also present the spirit of caution, of discretion in our flight towards the ideal state.

The zeal of the idealists we shall always need, but equally well we shall need the realists in our midst who keep their eyes on the distant goal whilst never losing touch with the limitations, which circumstances beyond our control, impose upon us.

The difference in status between men and women is world wide, and has existed for centuries. We dislike it keenly and would have it changed; we have done much to change it—but, by electing to treat men and women as equals inside our plant whilst the great, wide world beyond does not do so, or does so only slowly and by degrees, would be to subject our whole organization to a very great strain—to one, perhaps, much greater than it could possibly stand.

We believe in sex-equality, we do what we can to achieve it, but our contribution in this direction as in other progressive ways will always be measured by the ability of the business to prosper while departing from the ways of competitors and compatriots alike.

The conservatives won in this contest because caution was more clearly emphasized than venture—and, perhaps, it was wisdom to have had it so.

The question was finally deferred until a later meeting.

The need for securing an assistant operator for the labeling machine was the next item on the agenda. This need has been felt for some time, and two or three men have been tried in the position, but without quite satisfactory results.

During the discusion it appeared to some of those who listened that the machine referred to was not easy to manipulate, not so much because of its complexity so much as its age. Perhaps time and money would be saved if instead of looking for a man with the proverbial patience of Job—we looked for a new machine. The matter was left for the Production Dept. to find a suitable person for the job and asked the Dept. to report upon the question at our next meeting. A letter from W. P. Hapgood asking permission of Council to remain at work on his farm in the morning of each day and report at the plant in the afternoon was read by the chairman. On account of his interest in the farm and the fact that work in the plant which usually calls for his attention would become insufficient to keep him occupied, Council felt that the request was a reasonable one and it was conceded without much discussion.

Council agreed to postponing the date of Jimmy Weis employment by us on account of his desire to complete his present studies at Ames, Iowa. He will join us in June.

The Education Committee chairman presented the following resolution to Council together with the recommendation that it should be accepted:

"That the Education Committee be composed of six members and a chairman, and that there be an election for membership of the committee every eight months, the said election to proceed as follows: That Council nominate people to serve and the two nominees receiving the highest number of votes be added to the seven already on the committee, and that these shall be the nominees for the new committee. During the time intervening between that meeting and the next Council meeting the names of the nine nominees shall be posted on the bulletin board. At the next Council meeting a ballot showing the names of the nine nominees shall be spread and the seven names receiving the highest number of votes will form the new committee.

"The next election will be held at the expiration of eight calendar months as from January 1, 1927."

This resolution was unanimously accepted.

The committee appointed to consider the removal of the women's dressing room reported and recommended that Warehouse No. 3 and part of the laundry be made into a dressing room and that the matter of fixing shower baths be left in the hands of the Mechanical Dept. This report was agreed to by a unanimous vote. After a very brief discussion Roy McConacha's request that the company buy from him $100 preferred stock to enable him to undergo medical treatment was granted.

Dorothy Nord-Holt was granted leave of absence for two weeks in April, providing business conditions are such as to allow of it.

The meeting was adjourned at 11 p. m.

We can have power only over ourselves . . . this kind of power . . . is what democracy should mean in politics and industry.—M. P. Follett.

EDUCATION, INSTRUCTION, LEARNING

Our Council reports for February gave no account of the adoption by us of our new plan for day-time classes. The omission was due to the fact that we deemed this matter of sufficient importance to merit a special report, and failing, on account of a lack of space, to include the report in our last issue, we do so now so that our new departure may be fully noted and due significance given to it.

The Education Committee brought forward the proposal of setting aside a given amount of time each day for educational work, before a very well attended factory meeting. The case for the proposal was stated very fully by the committee chairman and two other committee members—and these asked the factory meeting to make a recommendation to the Council in the direction of urging the Council to work out a scheme whereby small groups of employees might be released for a given period each day for the purposes of educational work.

The Education Committee asked the meeting to make a recommendation only upon the principle of using part of the working day for the purposes of education. The opposition to this proposal was often irrelevant and in the main took shape in stating that such a proposal would interfere too much with production—or that it would be too costly to undertake. No one uttered a word against the principle—but many spoke against its operation and practice.

In a ballot vote upon the question, the opponents of the scheme carried a very slight majority, and in consequence no recommendation was made to council.

At a later meeting of Council, the question was again discussed, this time with the presentation of a definite resolution providing for the release of a maximum number of ten workers for an hour each day for educational work, the Education Committee being charged with the duty of preparing a scheme in consultation with department leaders. This resolution was fully discussed and several questions concerning the resolution asked and answered. Finally, it was agreed upon to accept the resolution and to call upon the committee involved and the foremen and forewomen to meet immediately to outline a scheme whereby the resolution could be put into effect.

Seventy-four employees expressed their desire to participate in the work of the proposed classes, and with this knowledge in hand the committee and department leaders met two days later to arrange for the releasing of members from the various departments at the most convenient and appropriate time.

There were a multitude of things to consider, such as our employees' ages, general education, interest and availability, in view of the needs of production, at any given time. We found out that the most favorable time for the holding of classes was as follows:

Monday—7:30 to 8:30 a. m.
Tuesday—11 to 12 a. m.
Wednesday—11 to 12 a. m.
Thursday—1 to 2 p. m.
Friday—11 to 12 a. m.

But, that involved our going through with the whole group of seventy-four persons within five days, which was impossible if we adhered to the resolution of Council to allow only ten persons to attend each class for the five days. Faced with this difficulty it was decided to approach Council for power to increase the number of persons to attend each class and to work out a scheme which could be operated successfully by the granting of that privilege. This involved five classes a week ranging in size from fourteen to seventeen members, and the granting by Council of seventy-four instead of fifty hours a week for work of an educational character.

A Council meeting was convened at a noon hour the next day for the purpose to discussing this question, the proposal being stated on behalf of the Education Committee and department leaders by Helen Guynn.

After a very brief meeting Council agreed to the suggested course, and the following week the classes began their work.

Thus far we have only covered the ground slowly and there is much work ahead. For a textbook we have chosen Norman Thomas' "What is Industrial Democracy?", which contains a very good account of the several movements, political and industrial, that make for that goal.

The new departure in the direction of day-time classes in this plant is another step forward, and we believe that in this we lead the way, for we know of no other plant or industry where such a scheme or plan has been undertaken.

The day-time classes were opposed by some because of the cost involved, believing, perhaps, that each hour at the classes would be completely lost as far as production was concerned. We do not accept this view because experience teaches that a change in occupation is as good as a rest and increases the individual's efficiency. This is particularly true when the change is one from the exertion of physical and bodily strength to that of the exercise of one's mental and intellectual powers. We shall watch with interest the way in which our new scheme affects production.

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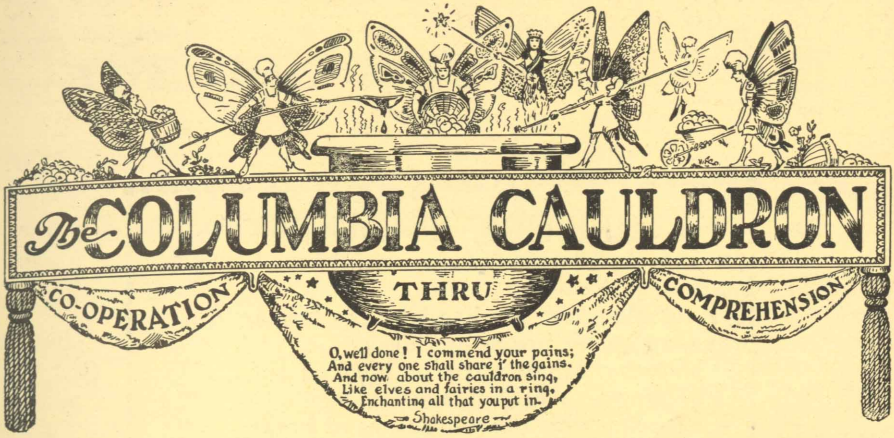

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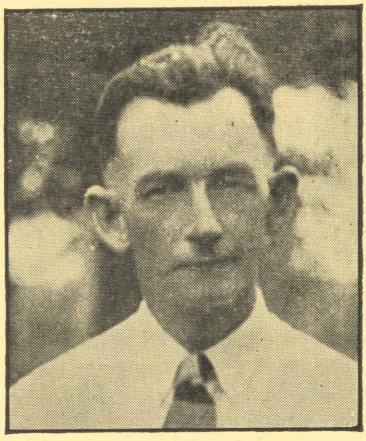

MR. WM. H. HINES
Vice President Of
The Columbia Conserve Company

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INDIANAPOLIS

LEISURE THOUGHT

THE plough in the hands of the farmer,
A song on his lips as he rides,
The orchard man warming his fruit trees,
The woman who hums lullabies,
That man with the wheezy hand organ
He polishes proudly each night,
The miner who bores through the darkness
So we up above may have light,
The women who scrub on forever
Yet smile at the dawn of a day,
The engineer pulling the lever,
The chore-boy who gets in the hay—
Each a sister of mine or a brother
At work on the same mighty plan
Once started by someone or other—
Just whole-hearted service to man.

OF course there are some who don't give it;
They've not seen the fun in the game.
They're nagging about regulations,
No wonder they think it is tame!
And there *are* some who think we are foolish
To get any sort of a thrill
Out of canning vermillion tomatoes,
Or pushing a load up the hill.
They don't have the joy of the miner—
Of seeing the stars extra bright!
They can't leave six floors of a building
Once grimy, all snowy and white!
There's a world full of joy in good service
That only the worker can see;
A worker with brothers and sisters
To live for, like you, and like me.

—E. S. H.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THANKS MR. TANNER

The following letter from our friends, Mr. and Mrs. Tanner of Denver, will be of interest to us all. It was received some days after their visit to us:

Philadelphia, March 24, 1927.

My dear Mr. Evans:

The first impression that came to me as I listened to Mr. Hapgood in Denver several weeks ago was as to his great courtesy. A previous speaker had presented ideas quite different from his. There was no rasping argument, just the presentation of his own ideas by Mr. Hapgood. The same courtesy impressed me in the meeting of the factory council I attended in Indianapolis. There was plenty of difference of opinion but no bitterness. Nothing is to be feared from differences of opinion thus expressed. The only danger lies in angry concealment of real or fancied abuses. Many a well meant enterprise has gone to pieces on that rock.

The evident sense of fraternal equality was another delightful impression. The gaining of that has been worth the time that has been taken to talk over with all concerned every affair of general interest. It may not be necessary always to keep up the custom so fully, or advisable from the standpoint of efficiency, any more than every one in the office can enter into every operation in the shop, but the barriers that usually exist in business have been well broken down. In this connection, I was pleased with the evident desire on the part of salaried workers that the rights of wage workers be respected. The more equality in every way that can be voluntarily brought about the brighter your future will be, for inequality is the fundamental trouble in the world.

I was glad to see indications, also, that the workers of the Columbia Conserve Company are interested in the problem of the wider welfare. I have seen too many noble enterprises turn in upon themselves and die. I know you must be cautious in guarding your own interests, for with increasing success you will have increasing opposition, but your ultimate object must be not the improvement of your own conditions as much as the service of all humanity and throughout all time. See to it that this ideal is never lost. Give as much thought as possible and as much money as possible to interests outside your own circle. Keep altruism in mind as well as equality.

My main impression, however, was one of hearty congratulation, almost of personal envy. I remarked to Mrs. Tanner, as we left, that I wished we could take jobs there ourselves, or at least settle down in the neighborhood for some sort of related work, in close touch with all of you. The feeling was due in part, no doubt, to the wonderful cordiality we had received and the personal friendships we had so quickly formed, but also to the conviction that among all the forward-looking business enterprises that I have studied throughout the world I had found none with finer spirit or better opportunity for something worth while. I used to know the Hapgood Plow Works over in Alton, Illinois. That was a solid, honest concern, but the Columbia Conserve Company has taken a big step in advance. Now it is up to every worker to make the thing succeed by his own loyalty to the vision and by his own energetic work. There is nothing more inspiring than the knowledge that the profits from one's labor go not to the enrichment of personal selfishness but to the promotion of the common good.

With all best wishes,
ALLAN A. TANNER.

There are two ways of taking the present world-wide agitation. We may take it negatively, as an evidence of disintegration, or positively, as a search for new meanings.—M. C. Otto.

Progress is the measure of man's cooperation with man in the conquest of nature.—Edgar A. Singer.

EDITORIAL

Personnel Discussion is to be the main item at our forthcoming Council meetings. A word about them here will be both appropriate and opportune. Formerly these discussions have resulted in various advances in salaries, and this has lead many of our employees to think of personnel questions as being mainly related to the salary any one or more of our employees may be receiving. Such is not the case. Personnel problems are both difficult and important, and they have only a remote connection with an individual's salary.

Because of this fact it is much better to discuss the two problems separately, for such a course must simplify our work. What, then, is meant by personnel work or problems? Stated plainly, and in general terms, the answer is—a study of the human relations within our organization.

It requires but little intelligence to see that the mechanical side of our organization, the machines we operate—whether these be double seamers or adding machines—are easily examined, studied and understood. For the purpose of doing this we have at our command the whole field of the mechanical sciences—and we can ascertain the pressure of our steam valves, the revolutions per minute made by every wheel in the factory and the speed at which our China beans sprout in a given temperature — with almost complete accuracy.

When we treat with machines and have a knowledge of the laws of mechanics we can organize production efficiently—if the other factor in the plant is acting in close and intelligent co-operation with the machines.

That other factor is the human element in our organization—the men and women who tend the machines, who file our orders, who paint our walls, who bone our chickens, who clean our celery, who sell our goods—the men and women whose co-operation the one with the other, and whose co-operation as a group with the machinery of our plant makes possible the daily, weekly and yearly output of canned foods.

Personnel work is merely a study of this factor, a study of group co-operation —an examination of ourselves by ourselves as a working unit, composed of young men and old men, young women and old women, of youths and adults each one differing from the other, each one having widely varying interests, but all engaged in a common enterprise—striving for a common goal and imbued with a common spirit.

The study of business and of industry apart from the human beings engaged in it has been undertaken by many scientists for many years. It still continues. But the study of business and industry without regard to the human factor is a partial study and one that leaves out of account the most important element.

Capitalistic industry in a keenly competitive world has been urged to study industrial efficiency as a means to win in the struggle—a means to lowering costs and increasing production so that it might defeat rivals and oust competitors in the struggle for markets.

This study has been one of the main causes for the phenomenon known as mass production wherein the labor process has been simplified to its furthest limits.

Such studies could not end with the machine. They have within recent years been extended to the machine tenders, to office workers, to salesmen, in short, to the human beings engaged in industry, and this study of men and women in industry has become known as a study of personnel. In capitalist industry generally, in industry run for the sake of profit, this study has for its motive industrial efficiency.

This new study is still in its infancy. It has but few fixed laws to guide those studied or those conducting the study. It differs from mechanics in that its subject matter — men and women—is more elusive, more complex and infinitely varied.

In this region the student moves cautiously, for the whole area is almost unmapped and unexplored. Yet, in industry run consciously for the well being of those engaged in it we have a great need to know ourselves and to make explorations however difficult they may seem.

We have often heard it said that people fit in to our organization and that others fail to do so. And how many times have we heard the question asked, "Does he assume responsibility?"

Such questions are ones concerning personnel—and are of fundamental importance if their full meaning is understood.

The capitalist employer looks down from a great height upon those whom he employs, and periodically he takes stock of his employees and of the measure of co-operation that exists among them. He urges, often enforces, co-operation between them, for he knows that only by that means can he secure a maximum output from the group.

With us it is different. Instead of having co-operation enforced upon us—or, rather, its practice imposed upon us from above by the strong hand of an employer, we have to do it voluntarily from a genuine desire within ourselves. We have to recognize its necessity by an intelligent understanding of its value to us as a group.

Thus, the primary question for us is, "Does he or she fit in to our organization?" And, "fitting in" means a conscious understanding of the fact that we can only succeed as a group of producers by each one of us understanding his own job and his own attitude in relation to our big job, the job of the group, and the attitude of the group.

So, too, with assuming responsibility. The total responsibility of conducting the business of the Columbia Conserve Company does not rest with the president nor with the vice-president, nor even with the secretary, treasurer or kitchen foreman. It is divided among the whole of our employees, and each one is asked to assume as much of it as his talents, capacity and strength allows.

Anything that relieves the rank and file of this responsibility is a step back toward autocracy in industry and a step away from our goal—democracy in industry.

Thus Personnel Discussions form an important and integral part of our whole scheme and ideal.

THOUGHTS ON EDUCATION

By Cornell Hewson

"A fine sounding phrase can never establish democracy. The first duty of a statesman who claims to be a democrat is to make the people aware of their duty to their fatherland and to make them realize that they not only possess rights, but that if they exercise these rights they must also assume responsibilities," by Count Stephan Bethlen de Bethlen, Prime Minister of Hungary for 5 years.

Has this statement by an old world leader any significance for us?

As suggested in the statement itself, it can have little importance unless translated into action. Certainly it will have value to us if it can help us to see clearly the rights we enjoy and the responsibilities imposed upon us by those rights. As a group of words, a fine sentiment, it is practically worthless. Certainly it can not influence us unless we can understand it.

Who of us is backward in demanding "our rights" in any given situation? It is so easy to clearly see the privileges or rights to which we feel entitled. How often, though, is it as easy to clearly see the responsibilities placed upon us by the acceptance of the rights we demand? For example, we have accepted the privilege of buying the business at considerable sacrifice on the part of the owners. Have we accepted the responsibilities placed upon us by this decision?

Think how closely all this is related to us who are a part of the group of Columbia workers.

Looking at American workers and American industry as a whole who will deny that we here are not recipients of more freedom and greater rights than any other group of workers. How calmly and how thoughtlessly have we accepted these rights, and in too large measure, how unwilling are we to accept the accompanying responsibilities imposed upon us. The most unfortunate part of our refusal lies in our inability to see the relationship between the rights and the responsibilities.

There are relatively few in our present group not playing the game as technicians. Most of us are trying to maintain a high standard of quality in our products; most of us are trying to reduce the costs of production, and few react against hard work of any nature. Where then, are we failing? If the above is true we have made important progress as technicians within the plant. Our failure, and principal danger, lies in our lack of progress as technicians in the large social and economic field outside the plant. In our inability or unwillingness to see our relation to other workers and to the present economic system of which we are a part.

Both our inability and our unwillingness can be traced to our restricted horizons of social consciousness. These horizons are narrow because of a lack of educational understanding of the social and economic problems surrounding us. The world looks narrower and more restricted in the valley than from the mountain top. The climb to the mountain is difficult and requires a great deal of effort but the wider horizon and broader view cannot be obtained without the effort.

As pioneers in an experiment leading towards industrial democracy we must know what lies beyond the mountain.

We have launched a workers' education movement which can and will help us to climb out of the valley. This movement can not lift us bodily but will point out the road. It will be increasingly difficult for us to travel the road ahead of us without the headlights which our educational department alone can furnish. These headlights are the measure of understanding we have of the road we travel and the reasons lying behind the choice of the road.

In the words of Count Bethlen our Educational Department may become an empty jesture or a "fine sounding phrase." It will become just that unless we become a part of it. Getting from it that which will make us better men and women, but more important still, getting from it that which will enable us to climb to the mountain top, to understand what we are doing and to assume the responsibilities growing out of the rights we enjoy.

Do we fully appreciate our position in the industrial field? We are attracting considerable attention. Several have been given courage to follow the road we are outlining. More will start along the same road towards industrial democracy if we do not fail. Because of our prominence the whole thought of industrial democracy will receive a severe setback should we fail to climb the mountain. Our goal is too big and too much worth while—we must not fail. Like the pioneers of old—we dare not fail—we have come too far to think of going back.

The most important factor in our progress from this point onward is our attitude toward and participation in the work of the educational department.

COUNCIL MEETING OF APRIL 1, 1927

A regular meeting was held April 1, 1927. There were twenty-two women and twenty-one men present. Ken Lucas was in the chair.

Nominations for an additional member of the Educational Committee were received, and the voting was as follows: Rice, 7; Shelley, 9; Meharry, 6; Vaughn, 4; McMechan, 6. In the final vote, Shelley obtained 21 and Rice 14 votes, and the former was declared elected.

The case of Rose Linkfelt was again discussed. The opinion of those who spoke upon this matter indicated that they were satisfied with Rose's work and general conduct. Rose, too, expressed satisfaction with her work and the attitude of those with whom she worked.

The matter was then left after Chairman Lucas had declared in his usual bright manner that it was "all jake."

Hewson gave us an interesting report of his interview with Mrs. Moody at Chicago. Nothing tangible came out of the talk except that Mrs. Moody affirmed her desire to adopt our plan of self-government in her bakery, and it was arranged that her chief baker, Mr. Berg, come down for a day or two to see our plant and sit in at a Council meeting. We are now awaiting Mr. Berg's arrival with much interest.

The Columbia expedition to Miami University, Oxford, was reported upon by all those who were there, except W. P. Hapgood and Frank Eustis.

The several speakers who visited Oxford brought back varying impressions, but all agreed that, having regard to the great importance of experimentation in human relations in industry, the students exhibited a great complacency and indifference. Of a large student body, only a tiny minority showed any great interest.

The matter of personnel discussion was left over until a committee, elected for the purpose, make recommendations to Council with reference to the way in which this problem should be dealt with. The committee is composed of seven members—Evans, Franz, Herner, Lucas, Mullen (Walter), Chambers and Guynn.

The question of Billy Hines' relation to the Mechanical Department was brought up for discussion by Arlie Myers. Several members spoke upon the matter, and from what was said it seemed to be generally felt that Billy should hand over control of the department to Frank Bolser.

Frank, in reply to a question, expressed his desire and readiness to assume the responsibility, but on account of Billy's absence the matter was left for a future meeting, when Billy and Frank were in attendance, to decide. A motion to make a men's rest room in the place now occupied by the women's dressing room was carried, with very little discussion.

The Bookkeeping Department's report upon production and sales figures, as well as other figures relative to the plant, for the months of January and February was given by our treasurer, together with many explanations and replies to questions. The report was accepted.

Cornell Hewson asked that a motion be tabled, for discussion at a future meeting, dealing with the relation of our Purchasing Department to our own customers. It was felt that in our company there should always exist a determined attempt on our part to live

up to a code of morals which calls for the same attitude toward those who sell to us as that which we ask in those who buy from us.

The meeting, through its chairman, agreed to Hewie's request, and the motion was placed on the agenda. It was agreed upon to hold a special Council meeting on Friday, April 8.

The meeting adjourned at 10:30 p. m.

COUNCIL MEETING OF APRIL 8, 1927

This meeting was called to order by Chairman Lucas. The minutes of the previous meeting were read and approved.

The return of Ivan Miles, and his physical and nervous condition was the first matter brought before Council. After four weeks' leave of absence, there seemed to be very little improvement in Miles' health, and his physician's advice that he should leave his present work before he could expect to recover created a very serious situation which Council was called upon to meet.

Ivan's statement that he had been maltreated by his associates revealed a very unhappy state of mind on his part, and Council adopted the very wise course of asking Miles to see a nerve specialist at our expense. A committee of three, composed of W. P. Hapgood, Walter Mullen and Albert Armstrong, was charged with the duty of consulting with Miles and the specialist, and report later to Council upon the findings of the doctor.

The question of Billy Hines' relationship to the Mechanical Department was brought up for discussion at this meeting again. Several members spoke in favor of the change in leadership. Billy gave a very detailed account of the way in which he had given almost complete responsibility to Frank Bolser. Finally Council decided to leave the matter for a future meeting, and asked that the chairman interview Frank, who was absent, asking him to select some member of the group with whom he could talk and who could later interpret Frank's desires and views to Council.

Mr. Hapgood reported upon his interview with Mr. J. L. Evans, of Yale. His report was such that Howard Herner moved that Mr. Evans be asked to visit us at such a time as to enable him to attend a Council meeting. This was seconded and carried unanimously. It was clearly stated that our invitation to Mr. Evans meant that he was to come here at our expense.

Next came W. P. Hapgood's report upon the situation at Brockton, where a shoe factory offered an opportunity for a further experiment in industrial democracy.

An invitation had been extended to our president to visit this factory to assist in the process of changing over control. Council asked him to accept the invitation, and he agreed to do so. He was also urged to give what ever assistance he could to a similar experiment in Patterson, N. J., where two women—two sisters, Misses Kimbell—were operating a small silk factory upon a plan similar to ours.

Council extended an invitation to Mr. Robert Dunn, a well known radical publicist, to visit our plant and make what ever investigations he might see fit. Certain statements attributed to Mr. Dunn suggest that he has some serious misgivings as to our honesty of purpose when we say we are Industrial Democrats. We would have him see us for himself, and we hope our invitation will prove sufficiently tempting to make him come to us.

A matter which gave rise to some little discussion was the proposal that our fortnightly factory meeting be vested with wider powers. It was proposed that when ever a factory meeting concludes its own business, it then, by a motion to that effect, becomes vested with the same authority as Council. This motion was carried without opposition.

In view of our having a heavy agenda, it was agreed upon that the afternoons of April 14 and 15, as well as the evening of the latter day, be used for the purpose of holding Council meetings.

COUNCIL MEETING OF APRIL 14

The meeting of April 14 was called to order by Chairman Lucas at 1:00 p. m. There were present fifty-one men and thirty-nine women—a record attendance for all our Council meetings.

After the adoption of the minutes of the previous meeting, the case of Ivan Miles was brought up for discussion. W. P. Hapgood reported the nerve specialist's findings and his recommendations.

It transpired that Dr. New was of the opinion that Ivan's ill health was due entirely to his attitude of mind, to his mental state. The doctor recommended that Miles should leave the Columbia Conserve Company and seek an entirely new field of activity.

The committee reported a unanimous recommendation, asking for Ivan Miles' resignation. Council accepted this recommendation, to which was added the motion to pay him two weeks' salary in advance, and assuring to reinstate him in

the future if his health permitted it and he so desired.

The general resolution containing these three motions was carried by 71 votes to 2.

The discussion of Billy Hines' position as head of the Mechanical Department was continued from the previous meeting. Acting on Council's advice, Frank Bolser had chosen Jack Evans to convey his views upon this question to the group. The interpreter's report was given, stating that Frank believed himself capable of taking full charge of the department, and that with some advantage to the whole organization.

The discussion that followed this report emphasized the need for encouraging our younger employees in the matter of assuming responsibility.

We always stand in danger of thwarting that most valuable of qualities—initiative—if we continue to question the ability of our younger men and women.

Training is always necessary that we may insure efficiency, but the best training for horsemanship is the saddle itself. Our attitude should be one of giving to everyone as much responsibility as he or she can carry. If he fails we can always remove the burden, usually long before any damage is done.

It was ultimately moved by W. P. Hapgood, and seconded by Billy Hines, that Frank Bolser be given responsibility for all repair work in the plant. This was carried by a very substantial majority.

This resolution excludes the repair work likely to be done to the double seamers and fillers, which falls into "Friday's" hands as before.

After a short recess at 4:00 p. m., the matter of vacations was discussed. A recommendation from a committee composed of department leaders, to the effect that the factory be closed for three weeks—June 13 to July 5—was agreed to; and the problem of 1927 vacations was thus disposed of. It was decided not to grant vacations to persons who were now on leave of absence.

The Education Committee presented a recommendation urging that Council undertake the payment of salary and transportation expenses of any employees, up to a maximum of four persons, who may obtain scholarships from any Summer School during the 1927 session. The choices of candidates to be left in the hands of the Education Committee.

After a brief discussion, during which the wisdom of sending our employees to a Summer School was not seriously contested, it was agreed that the committee's recommendation be accepted.

The voting showed forty-two in favor of the motion, and eighteen against it.

The meeting adjourned at 5:30 p. m.

SPECIAL COUNCIL MEETING, HELD AT 1:00 P. M., APRIL 15, 1927

This meeting proved to be the most representative council meeting ever held by us. A hundred employees assembled at 1:00 o'clock, under the chairmanship of Kenneth Lucas, on the above date. The early part of the afternoon was spent in difficult discussion of the question of whether we should pay Ivan Miles for his vacation this year.

Much argument centered around the danger of treating Miles as an exceptional case, on account of his nervous condition and its direct cause and the fear, on the other hand, of treating him unjustly.

In proportion to the weight and significance of that which was involved in the case and the time spent in talking about it one could not help but feel that valuable time was wasted.

Some of our Council members still cherish the winning of an argument above the transaction of business in a business-like way—and some continue to be completely irrelevant in a discussion which seems to go against them.

This was verv evident in our dealing with this case.

In order to clarify the issue a motion was placed before the house asking that all salaried employees be treated alike when anyone holding that position be released by us, or, resigns upon request, or of his own accord. The motion urged that Council pay for any vacation due to such a person when he leaves us, irrespective of the cause or causes leading to his going away.

This motion was defeated by a majority of nine votes.

As a sequence to this it was agreed to, by a substantial majority, that Ivan Miles be not paid for any vacation time this year.

On the recommendation of a committee acting on behalf of the Production Department, Harry Scroughams was appointed relief operator of the labeling machine.

Several recommendations from the factory meeting were adopted by Council. Among these were a recommendation to erect a shelter over the shipping room door where goods are loaded and unloaded; another, to place a drinking fountain in the dining room, and a further one, to place a clock in the label room.

Maud Kennedy was granted two weeks' leave of absence in May, and Emma Rice and Eunice Watson a week each. All were granted without pay.

Following upon our discussion of March 25th, the question of paying a minimum salary to our women employees equivalent to that paid to married men, where the circumstances were alike in both cases, was again brought up.

Two resolutions containing substantially the same features were submitted, each seeking to meet this somewhat difficult situation in a spirit of equality.

The second resolution only was put to the vote, it read as follows:

"That when in the opinion of any employee, a woman employee bears the chief economic burden of the family, her name be handed to a committee which shall make recommendations to Council with respect to a change in her salary."

With very little discussion the motion was carried.

It was decided to hold our Annual Meeting for this year on July 9th at 2:00 p. m., and that instead of serving a dinner as usual we be content with light refreshments.

The meeting adjourned at supper time.

REGULAR MEETING APRIL 15, 1927

Chairman Lucas called for the minutes of the previous meeting. They were read and adopted. The whole meeting was devoted to an examination of the qualifications of our six speakers, and to the minor matter of granting leave of absence to Walter Rutnam, at such time during his next five weeks' period with us as he may deem necessary.

The criticism made of the people whom we send to various meetings to represent us took up a great deal of time.

Each individual was discussed and the remarks made by those best able to judge were most helpful and instructive.

There was no reluctance to touch upon shortcomings any more than upon excellencies, but it was very noteworthy that the tone and temper of the whole discussion was healthy and sound.

The Speakers' Committee was empowered to ask anyone it may wish to accept engagements to speak on our behalf.

The meeting adjourned at 10:00 o'clock.

COUNCIL MEETING APRIL 22ND

A special meeting was held on April 22nd. Ken Lucas was in the chair.

Our treatment of the problem of women employees bearing the chief economic burden of their households, in relation to the minimum wage paid them, had been incomplete when discussed at a former meeting. No committee had been elected to handle cases brought forward.

The first business of this meeting was to elect such a committee, and one composed of the three following women was chosen: Genevieve Cain, Emma Rice and Dorothea Nord Holt.

Council assumed the responsibility of subscribing $10 per annum to the American Association for Old Age Security, and the same amount annually to the Labor Legislation Association.

The recommendation of the Education Committee that this should be done was based upon the fact that it believed these two societies were doing valuable work and that much of it was similar to our own efforts in industry.

A question of considerable importance which was brought up at this meeting was the one of our proposed employment of youths and girls under eighteen years of age.

State law prevents the employment of minors—boys under sixteen and girls under eighteen—for more than eight hours a day.

In view of this regulation and our belief that young people can be taught the essential features of our plan much easier than older ones—Council decided to employ up to six girls, sixteen years of age and upwards.

This experiment includes provisions for the girls in question to work seven hours a day in the plant, and that they devote an hour of each day to educational work.

The Education Committee has been charged with the task of arranging a wage scale for these young people.

With but very little discussion, it was agreed upon to offer Mr. J. L. Evans of Yale a salaried position with us, and further agreed upon to pay him $35 a week.

A motion extending permission to Bert and Billy Hines, as well as Jack Evans, to go to a convention held under the auspices of the American Management Association, at Detroit, was seconded and carried. The convention was being held on April 27th to 29th.

Three resolutions were submitted to Council by the Personnel Relations Committee. They were as follows:

First, that all seven members of the committee be first discussed by Council as a whole, and that the committee would make recommendations as to the treatment of personnel problems after this had been done.

Second, that while any person is being discussed by Council or by any other body, he or she be given the privilege of staying in the room if he so desires

and no one raises objection to it. That any person be allowed to ask questions as to the precise meaning of any criticism made of him or her.

Third, that questions of adjustments in salary be separated entirely from questions of personnel.

All three recommendations were accepted by Council.

Mrs. Clayton was given a week's vacation without pay, and two applicants for positions with us were recommended by the Education Committee as being desirable persons. Both were offered positions as wage workers upon the usual conditions. They are to begin on July 15, 1927.

Adjournment.

SPECIAL COUNCIL MEETING APRIL 29TH

A special Council meeting was held on April 29th. Ken Lucas was in the chair.

The Education Committee's recommendation that daytime classes be rearranged was the first matter for discussion.

For two reasons the committee advised that the existing classes be reduced in number, first to one-half, and later, at the discretion of the Educational Instructor in consultation with department foremen and women, to a third or a quarter their present size.

The first reason for this recommendation was the need, expressed by Mr. Evans, of having access as nearly as possible to each individual in each class, and this can be approached more effectively by having a smaller group together.

The second reason was the belief that taking six or eight persons from the production processes at a time would be less likely to dislocate work in the plant than our present method of taking from twelve to sixteen persons.

The recommendation was accepted, and to it was added a resolution extending authority to the committee to make still further reductions in the size of classes if it thinks such a course advisable.

Council agreed to the suggestion of Mr. Robert Dunn that Mr. Louis Budenz come to investigate our plan and plant, in response to our invitation to Mr. Dunn.

A motion to form some kind of association composed of companies like ourselves, whose chief aim is that of changing human relations in industry, brought forth a good deal of discussion. Finally, it was decided that to follow such a course would be very wise, and the Education Committee was asked to formulate a constitution for such an organization.

An invitation to send representatives to the Midwest Council's convention dealing with various aspects of adult education, to be held at Cleveland on May 16th, 17th and 18th, had been received by Mr. Hapgood.

He read communications from the Midwest Council's secretary, and it seems that the Cleveland convention of this year is to be an unusually interesting one.

In view of this fact, Council decided to send W. P. Hapgood, Jack Evans and Arlie Myers.

The committee to deal with cases of illness of our employees was rearranged at this meeting. It now consists of six persons—Herner, Hapgood, Cain, Rice, Armstrong and Franz.

This committee has power to act up to the point where the individual may object to the decision of the committee in asking him or her to see a specialist or go to any hospital for examination or observation.

Errors in grammar are not uncommon at our various meetings. Council is, evidently, aware of this fact and a resolution calling upon all members to note such mistakes as occur and report them to the chairman of the Educational Committee, that person, later, to inform Council of the error and the correct expression, was carried unanimously at this meeting.

Miss Helen Gwynn gave a lengthy report upon the deliberations of the Pittsburgh Girls' Conference and also upon the conference held recently at Dayton, Ohio, under the auspices of The Fellowship for a Christian Social Order.

She attended both conferences and was, evidently, very much impressed with both of them.

Council adjourned at 10:30 p. m.

A CORRECTION.

An error in our report of Council meeting of March appeared in our last issue.

We stated there that Miss Guynn had been given leave of absence without pay, to attend a conference at Dayton, Ohio.

It should have been "leave of absence with pay."

We extend our thanks to those who called our attention to the mistake.

A well organized and adequately expressed life deserves to be called beautiful no less than a well conceived statue. —E. C. Lindeman.

SOME IMPRESSIONS OF DETROIT.

By Jack Evans.

On the surface Detroit gives a stranger very much the same impression as so many other big industrial and cosmopolitan cities and towns in this and other countries. In outline, and on first glance it looks very much like Chicago, London, Birmingham or Berlin—just an immense aggregation of human beings and a great number of huge buildings—with huge chimneys jutting up into the sky, on all hands. It is in every essential a modern city.

With the passing of time and the coming of favorable opportunities for observation, differences become evident to one's mind; one begins to see where Detroit has peculiar characteristics which mark it off from other cities and towns—and the individuality of Detroit comes to view.

Two things impressed me before my stay there had been but a few hours long: One, the enormous number and variety of automobiles one saw on all sides. That is very easily explained when we know that Detroit is the world's automobile center. And the other was the extremely wide and well paved streets along which these same cars ran.

Perhaps, too, Detroit permits motorists to move along its streets at greater speed than is the case in most cities—a fact accounted for because of the need for clearing traffic as well as possible.

Then, a third thing came to my mind, and this came to me on account of my frequent need to ask pedestrians to show me the way to this place or that—a course I have to take very often in all strange towns, and even yet, in the city of Indianapolis.

Doing this revealed to me that Detroit has a very large immigrant population, for in the course of but a few days I met with a dozen different accents.

In talking to individuals one discovered the not surprising fact that Detroit is overwhelmingly a city of semi-skilled and unskilled laborers, and like most, nay, like all our modern cities, it presents the picture of great wealth and great poverty existing side by side.

The workers at the various automobile plants were all, to some degree, discontented.

I spoke to very many of them and asked many specific questions concerning their working lives. Almost all were annoyed because of the widespread belief that Detroit is "a very fine place for the worker." They didn't believe it, and felt helpless to banish from the minds of others that myth and the legend that is believed all over America, and almost all over the world.

They complained of feeling great insecurity insofar as holding their jobs was concerned. One man expressed it thus: "In these factories a man is just a number, and he is 'canned' or retained because his number gets under his foreman's or manager's finger—or does not."

Workers are inescapably exposed to being "fired" as they are to being "laid off" for a few days on account of very trivial breaches of discipline.

In Detroit the "boss" rules! It is in very truth the land where the captains of industry believe themselves to be super-men, and this belief is very fully shared by those who are not captains.

Monotony, too, caused complaint. But, there seemed to be no remedy for it—it seemed inevitable.

I asked a few workers whether they thought it all could be changed. Some of them shook their heads dubiously; others said, in low tones, hushed and half afraid, "Yes, if we could organize the men—but, that's a big job!"

Other impressions there were in plenty. Perhaps we may have these later. For the moment, the foregoing will be enough of "Dynamic Detroit."

AN APOLOGY

The Education Committee, the body responsible for the publication of this organ, offers its apologies to Mr. and Mrs. Herner for the misunderstanding which arose from a joke in the Columbiagrams column of its first issue. Whereas, the joke referred to was perfectly well understood among our employees, it seems that it caused misgiving in the minds of certain people outside.

As most, if not all, Columbia workers are aware, there was no intention to offer offense to anyone, and the committee regrets it very much if offense was taken. We have learned from this incident how easy it is to be misunderstood and how very difficult it is to remove such a misunderstanding.

It teaches us to take care in future.

The person who knows what he is doing has taken the first step toward intelligent behavior. **The person who knows what he wants to do and why is intelligent.**—E. C. Lindeman.

The best gift—forgiveness.—Dr. Frank Crane.

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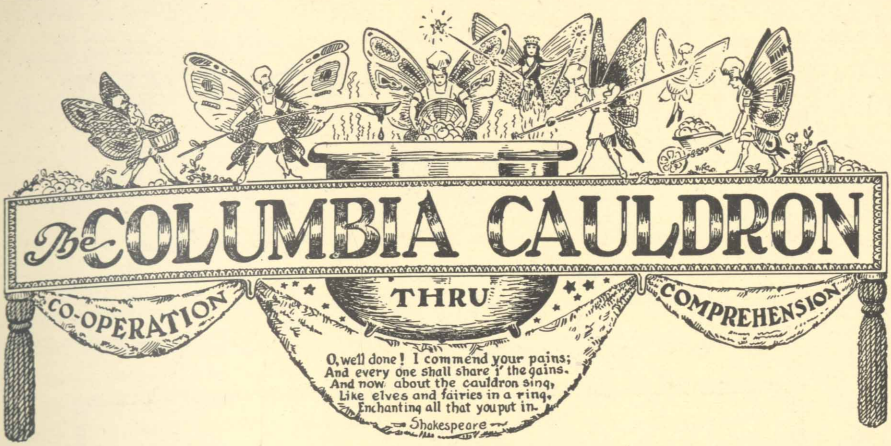

Vol. 1 **JUNE** **No. 5**

MR. J. Ll. EVANS
Educational Director Of
The Columbia Conserve Company

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INDIANAPOLIS

PROGRESS

THEY call me Progress, those who see my face,
Who mark my eyes, the chrism on my brow;
They press beside me, eager, in the race
To take their part in the eternal Now.

BUT those who, following, see along my path
Fragments of things once loved, now marred and strange,
Turn blindly from me, wild with fear and wrath,
And flee my presence, for they call me Change.

—ELIZABETH ABBEY EVERETT.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

IMPRESSIONS OF THE COLUMBIA

Leo Simmons of Yale Divinity School

I am greatly indebted to the Columbia Conserve Company. It has given me more friends in a shorter period of time than any institution I was ever in—including church and college. It has taught me how very difficult it is for people to live together in democratic relations, and yet how well it can be done. It has taught me some things about people—what they want and how much they are willing to pay for them; also how very difficult it is to give people things they do not want. It has raised some new problems in my mind about education, and increased my interest in industrial affairs. Furthermore, it has demonstrated to me the practicality of higher ethical standards in business relations.

For all this I can only attempt to square the debt by telling frankly what I think of it. That is poor pay, and perhaps, when viewed on the surface, poor courtesy, but that is another thing it has taught me—to care enough for people to tell them what I think of them.

Let it be remembered that these are just the impressions of a way-faring man. They must be taken with a grain of salt.

I discovered that all the sons and daughters of Columbia are not angels. It is hard to understand the little progress some have made considering their opportunities. A very large number feel little sense of the responsibilities involved in a democracy. They think of the company as "They" instead of "Us." They congratulate themselves on the "pie" they eat, but show little desire to even wash the platter, much less to share in the planning and in the baking. A serious sense of responsibility is felt, however, by a few. A large number are glad to vote their assent to what is being done, but lose no sleep about which way the ship shall be steered. A larger number still, a majority, will barely come and vote for a reward. It is not control they want, but conditions.

The great majority are not especially interested in education. They think it would be fine to have could it be dished up to them with a spoon, and with an occasional lolly-pop thrown in.

The King's English is butchered in high places. Profanity is not uncommon. Card playing tends to excess. A technicality of the law is broken, and a bad habit is formed which in certain cases is carried into expensive gambling on the outside.

There are some very strong prejudices among the employees. Race prejudice is very evident. Certain workers hold marked prejudice against the so-called educated person. Such a person would find a heartier welcome among a large number if he made his appearance in work clothes, discussed superficial topics, worked with his hands, played cards, and kept his college experiences under his hat. Occasionally personal prejudices find their way to the surface.

There appears to be little personal interest in an effort toward improvements and efficiency measures in the plant. One suggestion was made to six fellow employees, including some of the office force, which received no attention until it reached the President. Another suggestion was made to a fellow employee who replied, "You can tell them, but you can't get anything done about it." There is room for a considerable amount of careful scientific supervision.

The health department could be more carefully conducted. New employees are not examined as a safeguard against contagious diseases, unless they are considered for the salaried positions. This should be done for the protection of other workers as well as a further safeguard for the products manufactured. As a rule the health measures tend more toward cure then prevention.

The democracy of the plant provides in theory for the fullest possible expression of every individual and for the safeguarding of personal rights subject to the will of the majority. In practice it sometimes falls short of this high aim.

At least unconscious political strategy appears to be occasionally used. There are cases of domination by a powerful personality or group of personalities. Unexpected attacks are made on persons at such advantages and in such a manner that they tend to crush rather than to convince. In such a strained atmosphere a motion may be made and carried by a unanimous vote when at the same time there are those who do not approve of it. They give one the impression that their fear of the perils of opposition is greater than their anxiety in the hazards of the motion, and, therefore, they choose the lesser of the evils.

Whenever such a condition does exist, it is dangerously nigh the undesirable principle involved in autocracy. An individual in an autocracy has the "right" to oppose, but the hazards appear to him to be sufficiently great to make it an unsafe choice.

It is recommended that when it is necessary for personality charges to be made, that they first be made in private to the individual, or individuals, to prevent misunderstandings and false or overdrawn assumptions. Then, if they must be brought to Council, it would perhaps be better for them not to be so closely tied up to an immediate motion before the house as to confuse the issue and work unnecessarily suppressive influences.

It is admitted that the above undesirable features may be expected in any group of ordinary human beings who try to live together. That fact does not, however, make their presence either desirable or necessarily permanent.

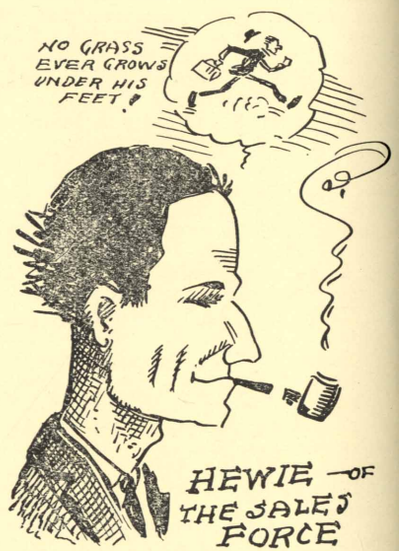
It is here that the Columbia outranks the common autocratic plant. Its democratic plan of government affords less necessity for these bad features, and in actual practice produces them to a far lesser degree. Equally significant is the fact that where these conditions do exist, they are not excused on the ground of unavoidable necessities of the system, but challenged as problems to be solved and conditions to be remedied.

There is no questioning the fact that the welfare of human beings is made the primary concern and a determining factor in all company policies. The means afforded for developing the full personality are almost unlimited. The social setting affords personal and group contacts as diversified as those of a college and as intimate as those of many homes. The opportunities for co-operation, sympathy and mutual aid are unusual. The spirit of group responsibility in personal needs and the degree of effort to make wholesome adjustments perhaps outrank those in the Yale Divinity School. There are times when the frankness of expression and the sincerity of purpose would put to shame if not frighten the average church group.

It affords an excellent ground for training in brotherhood. The atmosphere of happiness is shed abroad everywhere and is quite contagious. There is a constant and persistent stress on high moral standards and on personal and social responsibility.

The plant has an unusually large number of the ear marks of a moral educational institution. It combines many of the finest qualities of the college, the church and the home. People are made better for having worked there, the writer included. It would be a wholesome thing for every minister to be sentenced to six months at hard labor in the Columbia Conserve Company.

As Our Cartoonist Sees Us



Man is surely being mastered by the mechanism he has made to manipulate nature for his own advantage.—L. W. Feam.

Labor will come into its own when workers discover better motives for production and finer meanings for life.—E. C. Lindeman.

EDITORIAL

We have repeatedly called attention in these columns to the fact that our company is no ordinary business concern. It differs from the vast majority of corporations—big and small—in that it has two aims, whereas other corporations have only one.

One of our aims is to be an efficient producing unit, to be an up-to-date canning plant, producing good quality foods at a competitive price, affording regular employment to ourselves at a living wage, and finally being able at the end of each year to declare that we have made a profit.

The other aim is to help change present-day relations in industry; and this we seek to do by showing that human relations widely different from those of capitalist employer and dependent workman are possible and desirable.

The first aim we might call a material one; it concerns material things—wages, canned goods, profits and kindred matters.

The second aim is an ideal one; it deals with a way to run industry; it suggests a change in form of human relations in the field of production; it points the way to a better order in industry.

The first aim is the general aim of all corporations, of all business concerns; the second is almost our own—only shared by a very small but growing number of business enterprises.

One of our difficulties is to weld these two aims together, to make the one harmonize with the other in such a way that all our efforts may bring us nearer to both at the same time.

That is no easy task, for often the path leading to one goal seems to diverge, to move away from the path which leads to the other. At such times we hestitate for long, and are much distressed at the prospect of having to advance in the one direction and to retreat in the other. We are naturally tempted to make for the easy road, to take the least troublesome path, and to forget that we have two goals. We are, likewise, apt to forget that our two goals are closely related, are in fact interdependent and interlinked.

The first goal is of tremendous **immediate** importance. To produce good quality soups at a price at which they can be sold is a matter of life and death to us. If we fail to do so, then our organization fails and must, as a result, die.

To succeed in the competitive world of business is of fundamental importance, and on no account can we afford to overlook that fact.

Insofar as we believe that the first charge on any industry should be a living wage or salary to each one engaged in it, then the matter of giving ourselves that wage is also important. So, too, with regularity of employment. We know, from the facts of our own experience, that intermittent employment is one of the world's major evils, and believing as we do that if industry were properly organized, such an evil could and would be removed, we have so arranged our business that we are insured of regular work. And, finally, there comes the matter of profit. That simply means to us the holding of part of our annual earnings collectively—rather than distributing it. Such a process is very necessary, for only by means of corporate funds can we expand the business or meet any business emergency.

All the foregoing facts are of importance. They constitute in their totality our material goal.

Now comes the question of our ideal goal and its relation to the one of which we have just spoken. For ten years we have been pioneers in a new form of government in industry—that of self-government. The ten years have seen us slowly changing from autocracy to democracy—from a group **being** governed to a group **governing ourselves;** and all the time we have progressed by departing in various ways from the customs and practices of capitalistic industry.

Such progress as we have made in this direction has also added to our material success, to our efficiency as a producing concern. We have made progress toward our two goals simultaneously, or, put into simple words, we have advanced toward our material and ideal goal at the same time.

Today we may safely say that we occupy a stronger position in the competitive business world than ever before, and that we are much nearer a working system based upon government of ourselves by ourselves than at any previous time in our history.

All that affords us very great satisfaction and gives us every hope for continued success. There are, however, certain dangers arising out of our success that might well prove fatal to us unless we take heed of them in due time. One of these is, to put it plainly, a tendency to "bite off more than we can chew," as exhibited from time to time by our zealous idealists who, forgetful of the fact

that material success, hard, cold financial success, is of primary importance to us in all matters.

Our reforming zeal is a valuable asset, but we must not allow it to run amuck—to get the better of our reasoned judgments.

We may well dislike the methods and policies of firms with whom we have to do business, and we may express our disapproval of such methods and policies, but when we propose to cease doing business with them for the reasons given, then we give rise to many important questions.

Then we have to consider such things as whether we can do business of a like nature with other firms with better policies, and without such disadvantages to ourselves as would cripple our own business. Then, too, comes the question of the influence our conduct would bring to bear upon such firms. Would our refusal to do business with them reform them, cause them to change some or all their offending habits?

Such questions are of importance, and knowing the answers can help us in making our decisions.

First of all we must insure our continued existence as a food-canning organization, and only so long as we do this can we function effectively as a group of enlightened reformers in industry.

The world of industry sets up the standard for us. We are not strong enough, as yet, to change this, save to a slight degree; and that imposes some rigid limits upon what we can do as a group of idealists.

Our goal as men and women with a "mission" is inseparably bound up with our goal as "hard-boiled" producers of soups and other items in the long list of canned food products.

Indeed, in practice the two goals are one, or rather we have two paths leading to a single goal, and we make genuine progress only so long as we advance along these with uniform speed.

In viewing ourselves as "hard-boiled" producers and also as zealous reformers, we must see to it that all our activities, and especially all our discussions, are tempered by that rarest of human qualities—a practical sanity.

There can be no final goal for human institutions; the best are those that most encourage progress toward others still better. Without effort and change, human life cannot remain good.—Bertrand Russell.

COUNCIL NOTES

Special Council Meeting May 6th, 1927

At this meeting the chief problem under discussion was the one of how to deal with personnel.

For many months very many of us have been aware of the fact that there were in our organization several members who have consistently shown by their attitude, an indifference to, and in some cases, a contempt for, the plan under which we are working.

These people were known to be taking very full advantage of the fact that Council has acted slowly in any measures it was called upon to take in the past, that concerned discipline.

The unwieldy character of the general body often retards resolute action being taken, and that fact afforded protection to such people as took advantage of it.

At this meeting, Council frankly recognized its inability—temporary inability, we hope—to cope with this difficult question of internal discipline, and handed over the task to a committee it elected for that special purpose. This committee was composed of Evans, Franz, Hapgood, Hines (Albert) and Nord-Holt.

By decision of Council, the work assigned to this body was that of considering the general attitude of all employees, and it was armed with authority to discharge any persons whose conduct and influence in the organization it deemed to be bad.

It was, however, only given the right to take the extreme course of releasing anyone when all five members of the committee were in complete agreement that such action be taken.

The committee was instructed to take up its work immediately.

The question of our support of the new Phyllis Wheatley branch of the Y. W. C. A. was brought before Council by Miss Guynn.

After a very effective speech concerning the great need of the young colored women of Indianapolis for a suitable building for social purposes, Miss Guynn gave several good reasons for our giving support to the movement.

Several members of Council spoke in favor of a group contribution to the fund, and finally it was resolved, "that Council give permission to those of our employees who cared to help, to do so by contributing between them the sum of $500 to the Phyllis Wheatley branch of the Y. W. C. A., the same to be paid over a period of three years, and to be deducted from the bonuses of those persons who wish to contribute."

We understand that a majority of our salaried force has responded to this appeal, which goes to show, to a considerable degree, that we are becoming more and more aware of our responsibilities to progressive movements on the outside.

The meeting adjourned after a brief discussion on the question of our buying Ivan Miles' preferred stock. Council declined Miles' offer.

Special Meeting of May 13, 1927

The chairman, Ken Lucas, opened this meeting by asking Messrs. Evans, Herner and Hines to give a report on their recent visit to Detroit, where they attended a meeting of the American Management Association.

Their report indicated that the meeting was one of a special character and that most of the delegates present were production executive men, and that the main subjects under discussion were ones dealing with increasing production, decreasing production costs, effecting various economies in the processes of production and kindred matters.

All three men expressed some disappointment at the tone of the discussions, especially in their bearing upon human welfare.

Little or no thought was given to the importance of human beings in industry, and when problems of reducing costs were discussed, there was a complete lack of thought as to how new processes or changes might affect the workers in the particular industry in question.

On the other hand they said that from the papers read and addresses delivered, they had learned a great deal of value about industry in general, and they felt that the experience they had had was worth while.

Next came the report by Jack Evans of the work done during the week by the Personnel Relations Committee. This was a lengthy report and very important. The substance of it is contained in a special article in this issue, and it is, therefore, unnecessary to give any of it here.

The question was placed before Council as to whether, in the light of several possible discharges, we should pay persons released by us or those resigning from our service, for vacation time due to them at the time of leaving.

This problem caused a very lively discussion, and after two resolutions, each urging us not to pay for vacation time due to employees leaving us, a motion calling upon us to pay for all such vacation time plus the customary two weeks in advance was carried by almost unanimous vote.

A motion to institute a system of rest periods for the women working on No. 1 labeling line, filling beansprouts and the individual bean carriers, led to a great deal of discussion.

Some doubt seemed to exist in many minds as to whether rest periods would interfere with our efficiency. It was seen by everyone that only by means of a well-planned system could the matter be handled properly, and that such a system could only come out of a genuine study of motion and fatigue.

We could not undertake such a study at the present time, and until such time as we can do so, Council thought fit to instruct all the groups affected to take a rest whenever they thought a break in the work to be necessary and desirable.

The last subject presented was the matter of granting to Ollie Chambers one week's leave of absence without pay. This was given without discussion.

Regular Council Meeting of May 20, 1927

After the reading and the adoption of the minutes, the chairman, Ken Lucas, explained to Council that Helen Guynn's resignation had created a vacancy on the Educational Committee, and that the first order of business would be to receive nominations for that position. Two names were submitted, Beulah McMechan and Chloe MeHarry. In a ballot, Beulah received twenty and Chloe twenty-seven votes, and the latter was declared the new member of the committee.

The Educational Committee recommended to Council that $200 be appropriated for the purpose of sending two of our girls to the Wisconsin Summer School for Workers in Industry—this amount to cover scholarship and board.

Council accepted the recommendation.

Two of the three girls who had submitted their names to the Education Committee as candidates for Summer School were recommended by the committee for scholarships, and Council agreed that the two girls be awarded a scholarship each. A motion extending the same privilege to two men was carried, and it was announced that the names of any men desirous of going to Summer School would be received by members of the Educational Committee during the forthcoming week.

Council offered employment with us to two girls from Ohio University, both to begin work on July 15th at the wage of 30 cents an hour—we guaranteeing fifty hours work a week.

The problem of the employment by us of minor girls between the ages of sixteen and eighteen years, as well as the basis of payment to be made them, occupied Council's attention for some time. In this matter the Education Committee was empowered to engage up to six such persons, and the recommendation to offer them a salary rather than wage was accepted by Council.

Council granted the Education Committee space enough to hold its classes in Warehouse No. 6 until such time as the space is needed for storage purposes.

At this meeting again the Personnel Relations Committee gave its report of its work during the current week. This will be found in a general report of the committee's work to be found elsewhere in this issue.

The above committee having concluded its work, asked Council to discharge it, unless the general body was of opinion that it could be of further service.

A new committee was appointed to consider the question of placements and replacements within our whole organization as well as to consider the advisability of making changes in our salary and wage scales. This body was asked to make recommendations to Council upon the matters referred to it, decisions to be arrived at within the committee by majority vote.

This new committee, consisting of seven members, was composed as follows: Mullen, Franz, Evans, Hapgood, Nord-Holt, Hines (Albert) and Herner.

At 10:30 p. m., the meeting adjourned.

Special Council Meeting May 27, 1927

This meeting was called to order by Chairman Lucas. Miss Franz read the minutes of the previous meeting, which were adopted.

Council first considered an application for employment by us of a young girl, Opal Hassenzahl, who had been interviewed by two members of the Educational Committee earlier in the week.

Miss Hassenzahl is a trained stenographer, but on account of our having no need of continuous office help at the present time, she expressed a desire to work in the plant until such time as an opening occurred in the office, providing she got some opportunity of keeping up her stenographic knowledge.

On recommendation from the Education Committee, Council agreed to offer Miss Hassenzahl a position with us at a salary of $19 a week.

In the Education Committee chairman's report, it was stated that Beulah's and Amelia's application for entrance to the Wisconsin Summer School had been accepted by the university authorities, and that Gilbert Givan and Ken Smith were applicants for admission to the same school.

The committee urged that Council accept the same responsibility in the case of the men as it had in that of the two girls, and it was resolved that Council accept the committee's recommendation and award Gilbert and Ken a scholarship each tenable for six weeks at the Wisconsin Summer School for Workers in Industry.

Arlie Myers gave a report upon his visit to Cleveland, where he joined Jack Evans and W. P. Hapgood in attending a very representative conference on adult education.

Arlie spoke in high terms of the great benefit he had derived from being at the conference, and stated that it had helped him to a fuller realization of the importance of education in its bearing upon adults.

He also reported upon the activities of the "Serv-Us" convention at Buffalo. He was very much impressed by the strong feeling of co-operation that existed between the wholesale merchants and the retailers, which is already proving itself to be very helpful to both parties.

His experiences at this convention led him to express the belief that as many of our salesmen as possible should attend such conventions.

Hewie gave a report of his experiences at a convention held recently at Des Moines, Iowa. This was called together by the Grocers' Wholesale Company, a co-operative concern having some 550 members, all of whom are retailers, owning the whole of the company's stock.

The meeting lasted for two days, taking the form of addresses delivered by various people and an exposition of the various products handled by the company. Hewie spoke to a meeting of some 400 retailers, with very good results. He reported that the display of food products showed that private label goods held a very strong position. The retailers and jobbers were everywhere stressing the advantages of private label goods.

At the chairman's bidding, the question of our relation to those firms from whom we buy goods was brought up for discussion.

Hewson spoke of the necessity of our treating those who sell to us in the same way as we expected, and often demanded, to be treated by our customers. He urged

it upon us to see the unfairness of our position when, on the one hand, we resisted orders to make "rush" shipments, whilst we might ask those who sell to us to make such shipments to us from time to time.

Further, he asked that we should purchase our goods only from firms who had good labor policies, and wherever it was practical, from organizations wherein the workers were organized into trade unions.

On the first point, our purchasing agent assured us that only on very rare occasions had he been forced to ask for "rush" shipments, whilst he had often placed orders with firms many weeks beforehand in order that they might have sufficient time to perform the work necessary. He stated that he was always very considerate to firms with whom he dealt, and demonstrated this to be the case in regard to his treatment of a recent kettle repairer with whom he dealt. As Billy said, he always tried to put himself "in the other fellow's place," and that is surely a good guide in conduct.

Finally, Council resolved to purchase from firms whose labor policies seemed to us to be of a high standard, and that where it was possible we would do business with those firms whose products were union made.

This, naturally, brought us to the question of our patronage of railroad concerns whose labor policies have been notoriously bad, and in this connection Council adopted the following resolution: That we use railroads, for individual and corporate purposes, whose labor policies we approve of, wherever and whenever that be possible.

The question of the annual picnic was given over to a committee of three composed of Eula Toon, John Mullen and Leo Zike, to make arrangements.

Upon the recommendation of a special committee, it was agreed to re-employ Mrs. Teepe, who has been away from us for several months.

This committee reported its belief that the criticism made of Mrs. Teepe, was not based upon fact, and that the person who had made it being no longer with us, it was advisable that Mrs. Teepe restart work on July 11th, returning as a salaried worker. Council agreed.

For the annual meeting of July 9th, next, Miss Franz was asked to secure the services of a stenographer.

Mr. Arlie Myers was asked to assume the responsibilities for entertainments at our next picnic.

The meeting adjourned at 10:00 p. m.

THE MEANING OF THE PERSONNEL RELATIONS COMMITTEE'S REPORT

The election by Council of a committee of five of its members charged with the task of investigating the problem of personnel relations within the organization was quite a new step in the history of the company. The handing over to that same committee the power or authority to discharge any members of the organization whose attitude seemed detrimental and harmful was most certainly a new and, to some, a strange departure from our accustomed practice.

The whole process seems to have created doubt and misgiving in some of our minds, and there has been heard, from time to time, the assertion that Council's action was completely undemocratic in this connection.

The purpose of this all too short an article is to give the real reasons back of this action and to demonstrate how very necessary it was. First, let it be stated that here we are endeavoring to build an organization composed of men and women who are urged to work together because doing so is to them the sane, the reasonable, in fact, the most profitable way to work.

We do not ask ourselves or others to become unselfish, to be transformed from erring mortals into angels, but rather do we ask all to see that being selfish is at the same time to be unintelligent, because each one of us can have much or little of the good things of life to the degree that we all work together.

It is very difficult to get men and women to forget their immediate self-interest in order that by means of an enlightened intelligence they may get more in the long run.

As a group of one hundred workers plus the machinery at our disposal, we are able to produce very much more than if each one of us worked on his own—either at home or elsewhere.

Between us, in any given week, month or year, we are able to produce canned foods for many tens of thousands of people, and as a result we are able to make thousands of dollars. Could we do that if we did not work together—if we had no kettles, no bean lines, no printing presses, no beansprout jars, no mechanical department, no typewriters and so on? Certainly not!

Our great ability to produce rests in the fact, first of all, that we have the necessary machinery, and, secondly, that in conjunction with that machinery we work together.

We produce canned goods as a means

whereby we all make a living—and co-operation enables us to have a very good one.

Imagine what would happen if we were asked to make a living by working separately and without the tools and machinery we now have! It is difficult to create such a picture in our minds—it is all so utterly impossible. Now there is no doubt as to our ownership, as a group, of the machinery we all use, but there has been serious doubt concerning the co-operation which certain of our members afforded.

We have known for a very long time that the attitude of some of our workers was one of "getting by" with it, one of doing as little as was possible, whilst getting as much as they could. That attitude expressed itself in various ways, such as a refusal to carry out, with enthusiasm, the orders of foremen or those holding higher offices than their own; an indifference as to how they discharged their duties; a habit of criticizing the actions of those making decisions, without offering help to correct that which seemed out of place; and a treatment in discussion, as well as in less tangible ways, of the bigger and more difficult problems of the business as being "none of our business."

We have known for a long time that such people were with us, but nothing was done about it. Partly because men and women have a natural dislike toward hurting other people's feelings and partly because of a tendency on our part to remain blind to the very real damage that such people caused, we all sat down quietly—hoping that a miracle would change a situation we all disliked, and so we drifted from week to week and month to month until the situation became more or less critical.

The offending persons were perfectly well aware of this situation; they knew that action involving their removal would, if taken to Council, be a long-drawn-out business, and that they could always rely upon each other's support and that of those people with whom they were friendly as well as the uncritical sentiment of people with plenty of good will and little real understanding.

The offenders would have used to the fullest extent the disability of a large democratic body to act with certainty and determination, for this in itself had afforded them a sense of security upon which they had relied for a very long time.

The majority of Council members were aware of this fact and considerably worried by it. The feeling that there were people in the organization who did not "play the game" was widely diffused, but Council could not bring it to a head; it failed to mobolize that feeling and give expression to it. Consequently, it handed over the task to a small committee and charged it with doing the job.

In discussing the cases of eight persons, each of the five members, after a very thorough investigation, concluded that they should be released. They came to that decision because of widely varying reasons, but in each case it was evident that the people discussed were exercising a bad influence in the plant as a whole.

It is difficult to avoid using names, but one wonders how many of our members think that a person who never attends Council, except when he seeks some special advantage for himself or his immediate friends, is a desirable member of our group.

Among the people discharged were some whose only attendance at Council came about when they wanted the company to buy their preferred stock, or when their "bootlegging" or law-breaking friends were in danger of being released.

Every one of the eight persons showed very little interest in the management of the business, and little or no interest in their own work. This may have been so because of their inability, or perhaps because of a wilful neglect; whether it be the one or the other, the fact remains that they just came to work, did, oftentimes carelessly, what they were told to do, and rushed for their checks on Friday evening.

We ask our employees to consult their own minds and ask themselves whether any one of the eight persons recently discharged ever showed by statement or conduct a wholehearted desire to see the company prosper in any way. Did any of these people make any suggestion at any time which might have led to an improvement in our organization? Did they ever show any concern about the many difficulties which have faced us from time to time? The answer is obviously no! At all times their concern was for themselves, and this must have been plain to all.

Their concern for themselves was inevitably opposed to the well-being of the group, and insofar as that is true, they preyed upon the group when they took more than their share, either by doing

less than they might in the plant or by handing over the management of the business with its many difficulties to "those guys who wanted to be bothered with it."

Their conduct was an expression of their spirit, as it must be with all people, and no one can fool others for long into believing that his or her spirit is good, while conduct testifies the other way.

Conduct is a sure guide to our knowing the spirit of anyone, here or elsewhere.

The resignation we asked for is quite a different case, in no way comparable with the ones of which we have already written. This was a case of an individual's temperament making it extremely difficult for her to co-work with others of a different temperament. It was a case of contacts generating not the will to co-operate, but that of pulling apart. For such facts it is difficult to find a full explanation. All we can say is that the results of these contacts were bad for our organization, and that we believed them to be quite beyond repair or remedy. The committee asked the person in question to resign.

This was a painful task, but that it was done has already proved beneficial to all concerned. The committee performed a very unpleasant piece of work; it did it only because of its great necessity, and having done it, it has rendered a very good service.

Council treated the released employees generously. It ordered the payment of a total of $1,151.73 for vacation time due to these persons, and each one was paid the customary two-weeks' salary in advance.

The whole business was costly and distasteful, but we know already that it was well worth while.

The meaning of the Personnel Relations Committee's Report is that Council has become alive to the danger of having "slackers" in our organization, and that, at last, it has found at least one effective way of dealing with that danger. The method adopted is perfectly democratic in that Council always retains the right to disagree with the findings of such committee, and has the power to discharge it whenever it acts in such a way as is disagreeable to the will of the general body.

The test of whether democracy is practical is—does it work?

We must not content ourselves with the phrase. The danger is that we may become doctrinaire, believing that a rigid adherence to rules made by popular vote is the essence of our faith. The essence of democracy is in its spirit. It is a manner of living. When there is a departure from the democratic way of life, it is necessary for democracy to discipline itself, even if it must temporarily give up certain privileges, only taking them back when it can discharge its duties. J. L. E.

Interest and skill in one's work, an acquaintance with the world around him, an alert intelligence which is always seeking to lessen the area of things human—that are alien to one—a man or woman with this would be truly educated in any society.—Randolph Bourne.

CHECKING UP

A colored lad walked into a drug store and asked the proprietor if he might use the telephone; then he called up Mr. Brown, the head of one of the local business concerns.

"Mist' Brown," said the lad, "ah see yo' ad in the paper fo' a boy. Did yo' get one?"

"Yes," said Mr. Brown.

"Is dat boy givin' satisfaction, Mist' Brown?"

"Perfect satisfaction. He seems to be a very good boy for the job."

"Well, Mist' Brown," closed the boy, "ef he ever begins NOT to give perfect satisfaction, yo' just telephone to Main 504!"

As he was walking out, the druggist said: "Didn't get very far that time, did you, Sam?"

"Oh, that's all right," grinned Sam, "Ah'm the boy workin' fo' Mist' Brown and ah'm just checkin' mahself up."—(Acknowledgements to the Babson Institute.)

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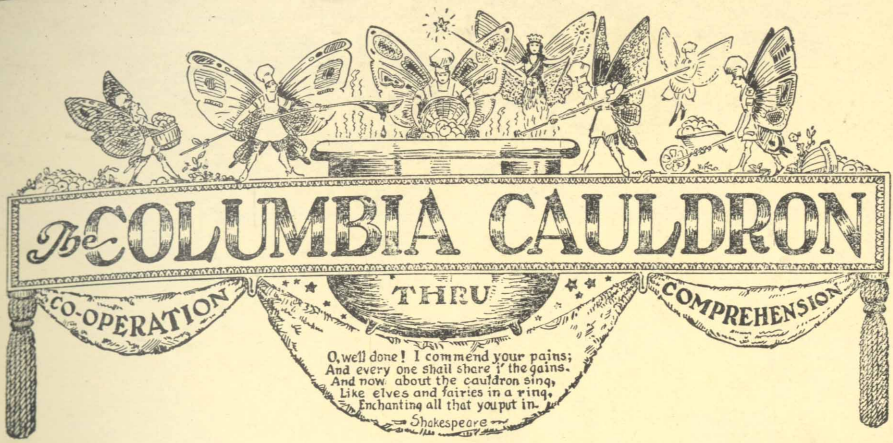

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MISS C. E. FRANZ
Secretary Of
The Columbia Conserve Company

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WORKERS' SUMMER SCHOOL REPORT

By Leo Tearney

The fifth session of the Workers' Summer School was held at Geneva Glen, Colo., June 26 to July 4, 1927. Geneva Glen is an ideal location for a conference, being situated in a beautiful mountain canyon (elevation 7,000 feet), just off the Turkey Creek Road, twenty-six miles from Denver.

The Administration Building, which contains a large lecture room or auditorium and a dining room and kitchen, is the central building of the group. A large fireplace in the auditorium afforded a perfect setting for discussions and conferences for smaller groups, and on several evenings and one morning it was necessary to have fire in the grate. Two other fair sized buildings, which are readily convertible from cabins to class rooms furnished additional space for school work. A Scout Council ring at the foot of the mountain, surrounded by blue spruce and pine trees, was used very effectively as a class room, and added zest to several evening lectures held there around a council fire.

The school session started at 8:00 A. M. and continued until 12:15 P. M., with evening lectures and forum starting at 7:30 P. M. and lasting until 9:30 or 10:00 P. M.

The afternoons were devoted to hikes, mountain climbing, horseback riding, games and picnics, which were very effectively maneuvered and chaperoned by Miss Ethel Clark, secretary, Industrial Girls, Y. W. C. A. Practically every one joined in the sports as well as the class work, and their slogan seemed to be, "Work hard and play harder."

The group consisted of representatives and delegates sent to the school by the various unions, co-operative farmers' associations and Y. W. C. A. Industrial Girls.

Friday night was co-operative night, and naturally appealed to me, as it is along the lines we are working. The success of co-operative buying and marketing as it exists among the farmers' unions in Colorado and Wyoming was brought out. It appears to be particularly successful in Wyoming, largely due to the almost uncanny knowledge of human nature and the native shrewdness of Mr. Blow, president of the Farmers' Co-operative Union in that state. Mr. Blow was present and gave some very convincing facts and figures to prove their success.

The educational program at the school was exceptionally well balanced and designed to give the workers a glimpse of business from within as well as from without. The keynote of the conference, as I got it, was to educate workers to understand business; to train statisticians, accountants, economists, etc., who could analyze a business so that in disputes labor could scientifically prove their point.

This was stressed by John H. Cover, Denver economist, who delivered two lectures on "The Scientific Basis of Social Science" and "The Scientific Basis for Labor Policies." Also by Spencer Miller, Jr., executive secretary of the Workers' Educational Bureau of America, who told of the accomplishments of workers' education, not only in America, but in Denmark, Belgium, Germany and other countries where he has assisted with these schools.

Arthur V. Cook, of Great Britain, who knows Powers Hapgood and Jack Evans, delivered two evening addresses on labor conditions in Great Britain as contrasted with the United States.

In the classes, Dr. A. A. Herst in his "Get Set" period very cleverly inspired his audience with the idea that they could do things that they now think they could not, and followed it up by showing them how to do it.

Wm. E. Zeuch, President Commonwealth, proved himself a real director of clear thinking by holding the discussion to certain defined channels on such subjects as "Company Unions," "Stabilization of Capitalism," "Women in Industry," etc.

I did not attend Eleanor Copenhaver's class in "Literature of Justice," but from the reports of those who did, she set a new standard and taught her pupils how to find pleasure during their leisure by proper study or reading of poetry.

Raymond V. Holwell, director of Workers' Education for Colorado and Wyoming, spoke of industrial waste and conservation, using as a test, "The Tragedy of Waste." He was very effective in presenting this subject, as he is a conservationist at heart, having spent considerable time in the Northwest and having seen at first hand the waste in coal, timber, etc.

Perle Shale Kingsley, of the University of Denver, accomplished the impossible by getting her class in public speaking to talk freely from the very first day by having each one give a history of himself by way of introduction. Each member of the class spoke two or three times each day, without notes or without having memorized their story, and along with it, Mrs. Kingsley drove home the requisites of good speaking, such as preparation, posture, delivery, gaining confidence of audience, etc. We all felt we had accomplished in six lessons what ordinarily would require several months.

Professor Drucker, whose subject was "History of American Labor Movement," was called home after one session, and no one took up his subject, due to the interest in the other classes.

Frank Palmer took charge of me upon arrival and proved himself a real host. At each introduction, as soon as the Columbia Conserve Company or Mr. Hapgood's name was mentioned, my status was very definitely established, and I could feel my stock going up. I found that practically all of them had heard of the experiment and that most of them knew a great deal about the plan.

"The most fundamental idea in business today, that which is permeating our whole thinking on business organization, is that of function. Every man performs a function or part of a function. . . . I think a man should have just as much authority . . . as goes with his function or task."

Authority belongs to the job and stays with the job.

The administrative head is not the man in whom all control is centered, but the leader of many men with specific control.

EDITORIAL

We have talked a great deal lately of Scientific Management and of Time Study. In doing so we certainly are in line with the thinking and the talking of business men all over the world, and particularly in America.

What do we mean by Scientific Management? The very fact that emphasis is now being placed upon management which is scientific in character, means that for a very long time, and even at the present time, the world has known a kind of management in industry which has been, and still is, unscientific.

The management of industry and business, like many other kinds of human activity, has for a considerable space of time been a matter of good or bad fortune, a matter of guessing rather than knowing—and men have been rewarded in large part for their efforts because they were better at guessing than their fellows.

The watchword of modern science is, "Know; don't guess!" And, when we talk of Scientific Management, we mean the management of business based upon a knowledge of all the facts, or as many of the facts as are within our scope.

Now, the management of any enterprise is a matter of getting to know all about the business, from the smallest detail to the very biggest, and what is equally important—knowing the exact relation between one detail and another.

Management is a matter of every one in an organization knowing his job and doing it, and it will be good management to the degree that each one knows and does his job well.

What, then, of Scientific Management—of that mystic process known as Time-Study Science calls for exact and accurate knowledge, and as we have said, management to be really scientific must have genuine knowledge.

Generally, the bigger problems of business are not presented to the workers; they are entrusted for consideration to only a chosen few, to a small group of executives, and these have power and authority to impose their will—to enforce their judgments on all who serve the business. Even in such organizations there has crept in a recognition on the part of these executives that Scientific Management meant increased efficiency and better business, and very many of them have engaged experts to advise them on its application to their various industries. With them, however, there is little, if any, thought of management being a function of all those who work in an industry, their own as well as others, but the first thing they are advised to do, and do follow, is that of observing the way in which their manual workers perform their work, seeking thereby to find out whether their laborers, machinists, truck drivers, even clerks and foremen, are doing their work with the minimum of friction, in the quickest time, with the least number of bodily movements and in ways which produce the maximum results.

To obtain the results sought they have to measure movements and time them, and having done so, then experiment with changes, hoping and expecting by such means to fit their workers into positions wherein they can function more effectively than before.

They may find from careful observation that some workers are unconsciously clumsy at a given job as compared with another; that a car-loader, at some point, may be working two or three unnecessary and unproductive movements many times every hour—whilst the man next to him uses every movement of his body and limbs to good purpose. In such a case, the clumsy or awkward worker—perhaps clumsy and awkward from having begun in such a way, and not having it pointed out to him, will be shown the better way and asked to follow it.

The change would be a very small thing in itself, but applied to fifty workers and covering a period of one year, the economy effected would be very great.

The term, Time Study, is allied to Motion Study. Together they mean a study of the speed at which an individual or group of workers perform any task—and the number of physical movements which count in the performance of that task, as also of the unnecessary ones.

Scientific management seeks to make every movement by every worker in industry a productive one, and to eliminate all motions that are merely a drain upon the worker's energy without being at the same time productive.

Usually, workers resent the application of time and labor-saving devices, for they have learned from experience that any improvement in the productive processes is seldom of direct benefit to them. Indeed, where an increased efficiency by means of scientifically arranged work has shown itself in a greater net output per man, the workers concerned have frequently not profited in any way. And evidence is not wanting of cases where increased efficiency has enabled the owners of industry to dispense with the services of many workers.

Such being the case, one need not wonder at the lack of enthusiasm with which workers look upon scientific management and its very necessary component, Time Study.

With us, however, it is quite a different matter.

Our being a group of workers having no employer, and having no employees except ourselves, it follows that any benefits arising from the application of labor-saving methods must profit each one of us. The more efficient we become in all departments, the more prosperous we become too. Our organization is not riven in twain by the existence within it of employers and workers, each with differing and opposing interests. The interest of every worker in the Columbia is alike from the president to the bean sprouter—and what serves the interest of one must of necessity serve that of the other.

Increased efficiency with us cannot mean rendering any of our number unemployed, but it can increase our earnings and reduce our hours of labor.

Our organization is an ideal one, perhaps the most ideal one in all America, wherein to experiment with and to apply the principles of scientific management.

Nothing mitigates against successful group working so much as a sense of differing interests between one man and another; and nothing helps co-operative effort so much as a knowledge of the similarity, of the identity of interests between each member of the group.

Our group is one in which each one holds a similar stake—his job, his salary and ultimately the ownership by the group of the whole business. Let us show our appreciation of this great fact by heartily co-operating in the task of making ourselves more efficient.

The crux of business organization is how to join various authorities. Co-ordinated control, or the field of control as distinct from one factor in it, is more than an addition of specific controls.—M. P. Follett.

The founder of Scientific Management lifted management practice from the field of gossip to that of law—from whim to a procedure that should govern executive and operator alike.—M. Bloomfield.

COUNCIL REPORTS

A regular Council meeting was held on June 3rd, Ken Lucas presiding.

By unanimous vote the meeting decided to hold our annual picnic at Garfield Park on Saturday, July 16th.

The Education Committee reported to Council that the applications of Gilbert Givan and Kenneth Smith, for admission to the University of Wisconsin's summer school for workers in industry, had been accepted by the university authorities. The Education Committee's recommendation that minor girls, employed by us, should receive a salary of $14.00 a week was accepted without any dissent. It was clearly stated that this salary should form a minimum, and that met with general approval.

The application for work with us, from Mr. Knapp, of Denver, became the subject of long discussion, largely on account of the fact that the Education Committee's recommendation that he should be accepted upon a salary of $19 a week constituted, what is in practice, a departure from our usual procedure. Hitherto, men brought into the organization on a salary basis have been offered the minimum salary for **married** men, i. e., $24 a week. The Education Committee felt that a discrepancy had crept in between our treatment of men and women and our theory of sex equality—and it took advantage of the application of Mr. Knapp—who is single and without dependents—to see how Council would act in case of a recommendation to pay him the minimum salary of $19 a week. It is a positive fact that a recommendation to pay such a salary to a woman applicant would have caused no dismay or surprise, but doing so in this case made the male members of our organization very uneasy.

A motion was tabled to pay Mr. Knapp a salary of $22 a week—which resulted in a tie, and then in a revote, wherein the proposal was heavily defeated.

This led, naturally, to a discussion of the whole question of our theory and practice of equal treatment for both sexes—and again, a motion was placed before the meeting, seeking in its special way to establish the fact that we shall adhere to the practice as well as the theory of equality of treatment for men and women.

This motion led to much discussion and read as follows: "That unmarried men and women, when placed on salary, must start at the minimum, unless they have special qualifications or special needs."

This was carried by a majority of thirty-two votes—only seven members voting against it.

Mr. Knapp, insofar as we know, falls into the class described above, being an unmarried person, having no special needs nor special qualifications, and, very naturally, as a sequence to passing the above resolution, Council agreed to accept the Education Committee's recommendation to offer Mr. Knapp a position with us at a salary of $19 a week.

An invitation from the Denver Farmer-Labor Summer School, asking us to send one or more of our number to its meetings this year was next brought up for discussion.

The school met, we were told, for nine days, from June 26th to July 4th, and at it would be representatives of labor organizations, industrial groups of the Y. M. C. A. and other educational and progressive groups from many states. There would also be a very competent staff of teachers, including some of America's best economists.

Council felt very hesitant about sending anyone to this school, because of the fact that already it had committed itself to sending four persons to the summer school at Wisconsin.

Finally it was thought that we could send one of our three salesmen who were due at a grocers' convention at Omaha, on June 23rd, 24th and 25th, to Denver without much added expense, and a motion was put before Council providing for that course being taken and adding that the Education Committee should choose which of the three men in question should go. This was carried.

In a later meeting the committee decided that Leo Tearney be its first choice, with Frank Eustis as its second. Leo found it possible to go, and we are now awaiting his report of how matters moved along there.

Miss Franz, as chairman of the committee dealing with placements and replacements at the plant, gave a report on the committee's work. It included several important recommendations, as follows:

(1) That the man in charge of the filling and capping machines in the capping room be directly responsible to the Kitchen Foreman.

(2) That Duke Vaughan be placed in the position of machine man in the capping room.

(3) That Beulah McMechan be appointed first assistant to Miss Franz.

(4) That Opal Hassenzahl should begin work with us two weeks before the time that Beulah leaves for Wisconsin,

and that she should start work in the plant until she is needed in the office. When Beulah returns, the shorthand work is to be arranged between Beulah and Opal—Beulah being responsible for some supervision over the work of Opal when the latter works in the office.

(5) That Josie Baker's position be designated as that of second assistant in the label room—on account of the fact that she lacks the essential qualifications necessary in a first assistant.

(6) That we should undertake a study of scientific management, particularly as this is affected by what is known as Time-Study.

It was suggested that we ask Mr. J. L. Evans, of Yale, to undertake this work and to prepare himself for understanding it.

(7) That Gilbert Givan be appointed first assistant to Ollie Chambers in the shipping department—after Gilbert had been told of certain shortcomings which he possessed and the sphere of his work be clearly defined to him.

(8) That Billy Hines, Jr., be placed on the soup lines with a view to training him for the position of assistant foreman in the kitchen. This change to take effect after July 5th, when our 1927 vacation ends.

(9) That Elmer Heck be transferred from the label department to the shipping department—after our vacation.

These nine recommendations dealt with very important questions, and in discussing them there were many distinctly good arguments put forward. That the committee's recommendations were well based is proven by Council's acceptance of each one of them—after keen debate, in which very many members took part.

The other question which had occupied the committee's attention was that of appointing a first assistant to our president—but it had no recommendation to make beyond enumerating the many qualities which it deemed to be necessary in such a person.

Without thinking that it had exhausted the list, it chose to mention the following:

(1) A wide general knowledge and outlook covering the whole business.

(2) A fearlessness in making all decisions and criticisms, irrespective of how these would affect anyone concerned.

(3) An ability to see and point out to any disease of a social character which might exist within our organization.

(4) A knowledge of wide range covering the fields of economics, politics, social and industrial affairs—outside our own organization.

(5) An ability to meet other executives in the field of business, and to deal with other people holding important positions—and to talk distinctly and clearly to them.

These were noted as the qualities desirable and necessary in a chief executive of our organization and, of course, in anyone placed in the position of assistant to our present head. The whole question of an executive was left over so as to offer all of us an opportunity of thinking it over.

A short report of sales meetings and of sales problems discussed at them was given by the members of that department—which was accepted by Council, and the meeting adjourned at 11 o'clock.

COUNCIL MEETING

June 10, 1927

This meeting was called to order by Chairman Lucas.

The first matter discussed was a recommendation from the Education Committee, advising Council to send Leo Tearney, as our representative, to Geneva Glen Summer School, near Denver, Colo.

The committee felt that Leo would profit very much from being at the school, and this would tend very much toward making up for the loss, in educational opportunities, which he sustained because of his being a long distance away from the plant, and consequently had but very few opportunities of attending Council and classes.

The committee advised also that, in the event of Leo failing to go, Frank Eustis be asked to do so. Frank became second choice because it was thought that the school would offer him an opportunity of knowing the world of labor and co-operation—and, perhaps, entice him to speak to the group there. The committee's recommendation was readily accepted.

Two other reports were given, one by Miss Franz, who had acted as an impartial chairman in a meeting of label room employees, wherein the choice of an assistant forewoman for that department was discussed.

The choice had fallen upon Chloe Meharry, and Council by unanimous vote agreed to it, by accepting Miss Franz's report and the recommendation contained in it. The other report was given on be-

half of the Personnel Relationse Committee, by its chairman, Jack Evans.

The committee had recently interviewed Mr. Lee Carsons, at the latter's request, and had the insidious task of explaining to Lee why it had decided to release him.

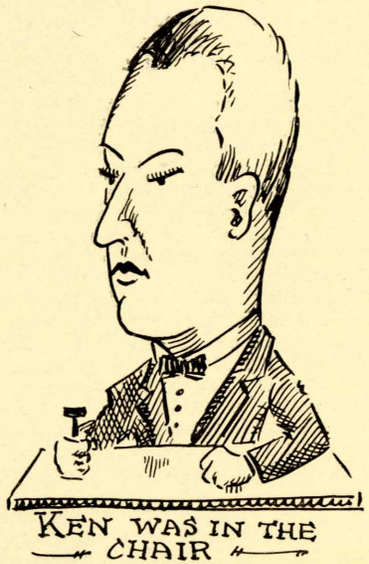
The interview proved much less painful than some people had expected, and finally, after a very thorough explanation, Lee left with a feeling of much greater satisfaction than he had formerly.

This report contained statements which were very complimentary to Lee, for his attitude and conduct in face of his discharge, and it was gratifying to learn that he left feeling no bitterness toward either the committee members themselves nor the company.

The report was accepted by Council. Upon recommendation Council agreed to offer Mr. P. H. Mao, a Chinese student now working in Detroit, a position with us as a wage worker, upon the usual conditions, and stated that he was to begin work with us on July 18th.

At 10:30 the meeting was adjourned.

As Our Cartoonist Sees Us.



Management is largely concerned with human conduct and, we are beginning to realize, with elements of conduct of which there is a great variability among individuals.—H. S. Person.

THE QUESTION OF WAGES

For some weeks we have been wrangling with the very difficult question of wages, and the problem has been extremely stimulating to those whose thought has been directed toward it.

Wages and salaries constitute the amount which any worker receives in return for services in industry wherever the wage-paying system exists.

Usually, the amount received is estimated by a number of considerations, chief of which is the law of supply and demand.

In all, or almost all, industries workers are paid according to the pressure or lack of pressure which is felt on the labor market.

If there is a plentiful supply of labor, if, on account of bad trade or other untoward conditions, there are more workers available than industry needs, then wages tend to become lower; if, on the other hand, there is a dearth of workers, a greater demand for men and women in industry than there is of a supply, then wages tend to go upward.

In estimating wages and salaries there are, generally, no considerations of a moral character. It is always a question to the employer of "How much **must** I pay?" and to the employee of "How much **can** I get?" Wages, the price paid for labor, is determined like the prices of other things, by the cold economic fact of supply and demand.

Seldom, if ever, is the question asked of what relation do wages bear to the needs of the individual or group—but, often one hears the pious hope expressed that industry might afford a living wage to those engaged in it.

Such circumstances bespeak of a distorted and perverted view of the relationship between industry and human beings anywhere and everywhere.

We believe that industry should exist and function to serve human beings alone; that the only justification for industrial enterprise is that its products enable men and women in industry to enjoy a fuller and more pleasant life.

Believing that, and knowing that a worker's life is good, amiable and pleasant only if he has the means to obtain the good things of life, we attach very much importance to wages, for we know that wages form a medium by means of which a worker obtains necessities and luxuries alike.

Therefore, to us, the matter of first importance is the securing of a wage or salary scale that affords to all a minimum amount high enough to give each one a comfortable standard of living. The satisfaction of primary needs is our first concern, and only after taking care of that do we, or should we, move to other considerations. That is why we decided to give first place in our proposed key for figuring out wages to the catagory of **needs.**

Second in importance comes **technical efficiency by brain,** with manual dexterity or an aptitude to work with one's hands, as a third.

This manual and mental efficiency we rank as second in importance because our whole organization is based upon it; it is one of the corner stones of all industrial enterprises, without which production of wealth would be reduced to primitive levels. We have need of efficiency as a safeguard to our continued existence; and, of the two kinds of efficiency, we have deemed the mental one as being the more valuable, and more difficult to obtain. Then, we assigned a fourth place to **understanding of our co-operative goal,** for the very simple reason that no one who does not understand our goal can possibly be a good 100 per cent. member of our organization.

It is quite impossible for a team of ball players to play their best unless they know, not only the rules of the game, but also the way to score—the way to reach their goal.

A group of South Sea Islanders might be able to pitch a ball and wield a bat with skill, but unless they knew the rules of baseball and the meaning and value of runs, they would never form a baseball team.

So, too, with us. We are playing a great game and, forsooth, a very difficult game. Only those who know the rules and who understand the goal can give of their best.

For a time we were tempted to give credit on account of a man or woman having a good attitude toward work. We believed that attitude was very important to our whole well being, and thought for long that for having it any member of our organization ought to be rewarded.

Then, there came the thought that, having people with us with a good attitude toward work should not be an exceptional thing; rather, it should be the normal thing, the general rule—and therefore because we think every one should have it, then, the wise course to take was not to give credit for its possession, but rather to take some measure or other to note fully its absence in any one of us, to score credits against lack of good attitude rather than give awards for its possession.

Then, to our next catagory, wherein we seek to recognize and estimate the influence of mental and physical strain upon ourselves.

This is a very difficult task, for it varies greatly with each individual. Because of this difficulty we have not shirked our responsibility. We know that it exists and we believe each individual who suffers as a result of it should be awarded credit for it.

With this carefully worked out key, we think we have evolved a more reasonable basis for figuring salaries than we have known heretofore. We predict that, aside from the natural inconveniences of minor dislocations, the results will be very much more satisfactory than hitherto.

With the application of this key we shall be able to explain the why and wherefore of each one's salary, and because it is based upon a recognition, by the group, of the presence or absence of desirable qualities in each one of us, we may make changes in salaries consistent with changes in the individual.

This method, known to us as the "Salaries Key," is indeed a novelty—an entirely new thing in industry. In every particular it lines up with our whole plan and is calculated to help us toward our goal of co-operative industrial democracy in a very definite way.

In future we shall participate, as individuals, in the organization's pay roll in proportion to—not our strength, cunning, adroitness or even skill—but to our being in possession of that happy combination of qualities, each one of which is helpful and desirable, that we may prosper as a community of workers engaged in the delightful but difficult task of living and working together.

J. Ll. E.

Good leadership requires careful penetrating thinking, and it requires absolute self-control.—E. R. Schell.

Most of the barriers to freedom have been self-constructed and self-induced.—E. C. Lindeman.

MAN MAKING

We all are blind until we see
That in the human plan
Nothing is worth the making if
It does not make the man.

Why build these cities glorious
If man unbuilded goes?
In vain we build the world unless
The builder also grows.

EDWIN MARKHAM.

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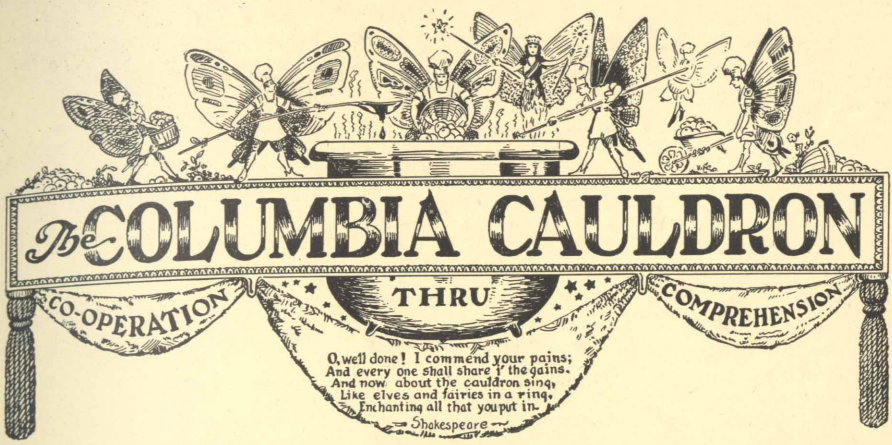

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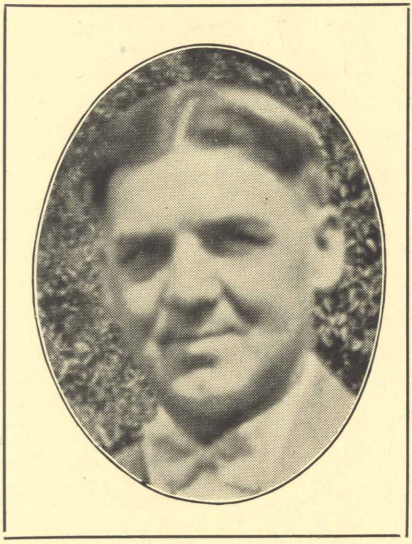

MR. HOWARD E. HERNER
Treasurer Of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

ANNUAL PICNIC

Time—July 16, 2 P. M.

Place—Garfield Park.

Winners—Those who attended.

Losers—Those afraid of a little rain or who used it as an alibi and stayed at home.

About three o'clock the sun came out from behind a cloud and welcomed the 150 people that were waiting for him. A paper bag throwing contest for men and women started things off with a bang and everybody seemed anxious to participate. Many other contests were held during the afternoon and the winners were presented with prizes donated by the Entertainment Committee.

Ike Davis lost no time in showing the boys from the United States, China, and Kentucky how they do things in England by winning the running race in good time. Ike received a beautiful pair of garters for his efforts.

China was well represented by Jimmy Wu who can be crowned champion ice cream eater and pop drinker of the Columbia without much question.

The committee wishes to recommend Alice Decker to the mechanical department should they need a blacksmith helper or carpenter, as she can certainly swing a hammer. Alice drove six twenty-penny nails into one of those soft two-by-fours we get in can cars, in record time.

As the tug of war is always a feature event we borrowed a good strong rope from the bridge company. A clothes line would have answered the purpose, but any one wishing any information on this had better see Shoug. Hendricks.

As the hours flew by and ice cream and pop no longer seemed to satisfy a certain feeling every one had, the contests ended, while every one proceeded to empty their baskets in proper manner.

After supper Hewie played the part of Lew Shank and sold to the highest bidders the several cakes that were donated by the ladies.

As the real purpose of this picnic is not only to bring us together for a few hours play, but to help develop a closer relationship between our families we cannot help but feel that it was a success. The entire group of men, women, and children were like one family. We hope that next year we can have many more families join with us and help carry the same spirit into the homes that exists within the walls of our plant.
within the walls of our plants.

It makes small difference what fine-spun ideals we profess in the abstract, provided we co-operate with the devil in the details of life.—Prof. Jerome Davies.

No human being can safely be trusted with power until he has learned how to exercise power over himself.—E. C. Lindeman.

Only once have I been made mute. It was when a man asked me, "who are you?"—Kahil Gibran.

UNIVERSITY OF WISCONSIN SUMMER SCHOOL

The six weeks Summer School for Workers in Industry at the University of Wisconsin is a part of what is known as the Workers' Education Movement. This course began in 1924 at the suggestion of a Y. W. C. A. girl, who, in pointing out the advantages and possibilities of the session, expressed a strong desire to have working women given an opportunity to attend a good university. An advisory committee was established composed of members of the Board of Regents, the Faculty, Y. W. C. A. secretaries, and other individuals interested in the experiment. That this committee has been efficient is shown by the increase in the number of students from eight the first year to forty-seven in 1927, including two men from this company.

However, the one member of this committee whom the students came to know best is Miss Susan Davis, the advisor of women. The students appreciate the depth of her understanding and can attribute most of their entertainment to her, and to her sincere endeavor to make the Workers' Summer School a worthwhile institution.

In the session of 1927 the classes were held during the early part of the day, beginning at seven-thirty and ending at twelve-twenty, thereby leaving the afternoons and evenings for study, preparation of papers, and research work in the library. The classes were in Economics, English and Physical Education. The economics class was divided into two sections as follows: First, a three weeks class dealing with industrial problems such as unemployment, old age pensions, the bargaining power of trade unions and company unions, fair wages and hours, and attempts at solving some. Second: A three weeks class dealing only with "Women in Industry," being a study of the status of women from the days when all manufacturing was carried on in the home up to the present time. The first class was conducted by Mr. John Troxell of The Pennsylvania Federation of Labor, the second by Miss Miriam West of The New Jersey College for Women.

The English classes were divided in this manner: One class twice a week in composition, sentence structure, and punctuation given by Miss Mary Hutchison of Toledo, Ohio, high schools; and one class in Oral English three times a week, in which the students were given practice in preparing and delivering speeches before the class on subjects taken from economics and those chosen by the students. Debates on economic questions were also held and judged both by the subject matter and the method of delivery. This class was conducted by Mrs. Fernwood Scrimshaw of Wauwautosa, Wisc.

Each class was further divided into separate half-hour tutorial groups of five or six persons, to establish a closer contact between the teachers and students, and to continue discussions of the regular recitation periods.

After a thorough physical examination at the beginning of the session the students were assigned to two one hour classes in corrective gymnastics and one lecture on physiology and hygiene each week. These instructions and lectures were given by Miss Louisa Lippitt of Washington, D. C.

The University itself is spread over what seemed to the students to be the highest and steepest hills in that locality. The buildings are of light tan stone, square cut and connected by a maze of walks through the friendly green campus. It is a place truly conductive of real study.

THE SUMMER SCHOOL GROUP.

From my six weeks at Wisconsin Summer School for Industrial Workers I feel confident I have derived a great deal of experience and training.

The subjects which the University of Wisconsin offers Industrial Workers have been chosen with very great care, and to my mind open up new fields of thought, giving a new light on problems which face us in our every day lives as workers in Industry. Although the subjects offered have to be gone over very quickly, and perhaps not as thoroughly as some of us would like to go into them, they are very interesting and beneficial.

This course gives us a wonderful idea of the important part which we as workers play in the field of Industry. It also helps us to understand more clearly what the masses of working people are striving for, and the numerous obstacles which confront us in solving these problems.

Looking at Summer School from a slightly different angle there is much to be gained from living, as we did, in a house with nineteen girls. The contact with such a group was rich in experience for me. Many types of girls were represented in this small group, and the interchange of experiences, ideas, and opinions was very helpful.

For my part I shall never forget my six weeks at Madison, and to my Columbia friends I want to say I am grateful for the opportunity which they gave me, and hope that next year someone else may enjoy the privileges I have enjoyed.

—BEULAH McMECHAN.

My impression of Summer School at Madison was a very good one. In the first place who wouldn't be inspired to study in a place as beautiful as Madison? The people I met there were all so friendly and cordial that they just made me feel at home. The faculty were so much interested in the students that it was an education in itself to be with them.

I feel that I have benefited greatly from talking with the other girls about their concerns, and their ideas. The subjects we studied were both beneficial and enjoyable. While in Madison we took several trips of historical interest, and on them I saw and learned things I had never dreamed of.

My earnest desire is to have other people from our plant attend this school in the future. I want to thank my friends of the Columbia for sending me; and I hope to be of more value to them as a result of this experience.

AMELIA CRAVENS.

We have been promised articles from the boys for the next issue.—Ed.

EDITORIAL

This situation confronts our groups of workers: The Salary Key is partially completed, and we are preparing to decide whether the principles behind it are such that we wish to adopt them. To make this decision each member of the group must ask himself or herself the question, "How far am I willing to go in coöperation?" Because it is only on the basis of our groups answer to this question that we can decide the important issue before us.

The conclusion of our work in fixing this new basis of reward to ourselves will mark a turning point in the history of our coöperative growth. Either we shall have proved that we are growing in the vision of coöperation, or else that we have failed at a crucial point.

It is easy enough to accept the benefits of coöperation, when the group-minded action of others has added to our comfort, but when we decide the rules of justice behind the Salary Key we face the other side of the question.

The problem depends for its solution on what we believe is necessary to encourage each of us to do his or her best. Do we believe that the more money we receive from the group, the harder we will work for it? Do we believe that all we ask of the group is enough to keep us efficient in our place of service, and that in return for this we will give all

we have to the group? Or do we believe in a combination of the two?

The problem here presented is one that has faced every coöperative undertaking in the past and has sometimes been the cause of its downfall. It is the heart of the whole coöperative enterprise and as such we can not escape it even if we would. Some principle of reward and payment must be back of the Key and it is up to us to decide what that principle shall be.

Jack Evans left for England on July 23rd. The afternoon before was one usually set apart for a General Education meeting. It seemed fitting that this meeting be given over to him. Homer Shelley, chairman of the Education Committee, and Ken Lucas, chairman of Council, spoke for the group, expressing their appreciation of Jack's services during the past nine months.

In token of this appreciation Ken Lucas presented Jack with a watch, bearing the inscription, "Presented by the Columbia Conserve Workers. July 22, 1927."

While here Jack started the education work and built it up in a way that has benefited the whole group. He was also largely responsible for the Columbia Cauldron.

As glad as the group was to grant him a leave of absence, it will be more glad to see him back.

THE ANNUAL MEETING OF STOCKHOLDERS

The annual meeting of stockholders of The Columbia Conserve Co., was held on Saturday, July 9, 1927, at 2:30 P. M. at the company plant, Indianapolis. Kenneth Lucas, Chairman of Council, presided.

Howard Herner, Treasurer, gave the first talk explaining our reasons for closing our books on June 30th of each year instead of on December 31st as in the past.

He then went over figures showing the results of the last six months and while these figures were not as encouraging as we would like to have them, we feel that they compare fairly accurately with estimated figures for the first six months of other years.

Mr. Hapgood then explained figures for the first six months, and also last six months of 1926, and those figures showed a decrease in the cost per case of 53c for the last six months. He stated that one of the great problems of the sales department is to get the first six months and the second six months on a more nearly equal basis and to do our best to increase our business for the last six months, also to decrease our labor cost as much as possible. Mr. Hapgood stated that our main handicap this year, as compared with last, may be a small output during the next six months. The only thing to counter-balance that will be efficiency over that of last year.

There were a number of talks made by members of the production department, sales department, and others; these talks were mostly upon the technical points about the organization. Talks were then made which dealt with an entirely different angle of our organization, namely, the educational program which we have. This department is separate in a way and still one which should be closely connected with all departments, production, sales, etc., in order for us to reach our goal and also a greater financial success.

Mr. Jack Evans, who is head of the department, expressed himself as feeling encouraged with the decided changes in our group attitude. He feels that many have a very much greater vision of our coöperative goal than they did have.

Very interesting talks were made by a number of new employees and students from different colleges who have recently joined our organization. These feel very strongly that the help they will receive by working in a coöperative organization such as ours will be of great benefit to them when going elsewhere to work. On the other hand people already with us feel they will be greatly benefited by having these people with us, if only for a year or more.

Throughout the entire meeting there seemed to be a splendid feeling of coöperation and desire for a better understanding.

The meeting was adjourned and refreshments were served.

C. E. FRANZ.

COUNCIL NOTES

Special Council Meeting, July 6, 1927

The first business before Council was the consideration of Mr. Bogardus' application to work with us. His experience in canning and his previous position of responsibility in the company with which he was connected were placed before Council as one reason for accepting his application. The main reason, stressed by Mr. Hapgood and Jack Evans, was his understanding of, and agreement with our coöperative goal. This understanding he had shown in his correspondence and conversation with them.

After his application had been accepted, the question of his salary came up for discussion. The conclusion of this discussion was that Mr. Bogardus be asked to come at the minimum salary of $19.00 a week, with an explanation that the Salary Committee would further consider him.

Following the discussion of Mr. Bogardus, Miss Franz gave Council the results of Mrs. Teepe's recent medical examination, and explained the doctor's advice that she resign. Her resignation was accepted.

The Education Committee recommended that Ivan Miles, whose resignation had been accepted on the advice of a specialist in mental disturbances, be reinstated on condition that the doctor so advised. Mr. Hapgood, Walter Mullen and Albert Armstrong were asked to confer with the doctor as to the advisability of re-employing Ivan Miles. Council decided that the amount of Ivan Miles' salary should be determined by the Salary Committee, working on the Salary Key.

At the request of the Education Committee, the Production Department undertook to say how many new employees would be needed in the next few weeks. This necessitated a forecast of the probable amount of business in the near future. The Production Department asked the members of the sales force their conjecture on the number and size of orders, expressed as a percentage of the last year's volume, that they expected would come in before September 1st. Of the five present, four estimated the probable increase at 20 per cent. or above, and one at 15 per cent.

Council felt that the salesmen were in the best position to forecast future business, and on the basis of their estimate the Production Department asked the Education Committee to place on the pay-roll ten men and thirty women within a period of three weeks, approximately a third to begin each week.

In response to a request from the Education Committee, Council elected Levering Evans, who has recently come to assist Jack Evans and to carry on his work during his absence, a regular member of the Education Committee.

Cornell Hewson suggested to Council that because of our president's health, he be granted an additional month's vacation. Council felt that such a grant was necessary, not only for Mr. Hapgood's welfare as an employee of the company, but also for the good of the group, in as much as the question concerned the health and efficiency of the most effective member of the group. Accordingly, Council was ready to vote the extended vacation on pay, which is the custom in such cases. Mr. Hapgood, however, was opposed to taking the pay

for the extra period, and a considerable discussion followed. In the end Council became convinced that it could not dictate to a person's conscience, and a motion was passed giving Mr. Hapgood an extra month's vacation, with or without pay as he should elect.

Regular Council Meeting, July 8, 1927

Practically the whole of this meeting was taken up with the explanation and discussion of the Salary Key.

The purpose of this Key was outlined in the article, "The Question of Wages," which appeared in the July issue of The Columbia Cauldron.

In explaining the unfinished Key, the members of the committee found it effective to use individual cases as illustrations of the method they had followed in scoring, and in this they were aided at times by questions directed at the scores given certain individuals as against those given others.

At the end of the explanation and discussion, forty-three voted approval of the Key and two as being undecided. Council then accepted the key provisionally, and asked the committee to complete its work. The committee was also empowered to rate each of its members in the absence of that member, and the presence of a substitute appointed by Ken Lucas, Council chairman.

Regular Council Meeting, July 15, 1927

At this meeting the Education Committee notified Council that the six minor girls had begun work that day, and that their schedule would include eight hours a day at the factory. The first hour of this, from 8:30-9:30, would be devoted to study, and the other seven to work in the plant.

The large part of the meeting was given over to a discussion of the Salary Key, and the question was raised as to the exact meaning of column three, which reads, "Understanding of Our Coöperative Goal." The first vote of Council on the subject was that "by an understanding of our coöperative goal we mean an intelligent understanding, and that understanding translated into expression and conduct." The confusion in the minds of a few arose in the estimate of understanding as expressed in conduct. These seemed to feel that unselfish service and devotion to the business showed an understanding of the coöperative goal and the ways and means to attain it. Members of the committee and others pointed out that such action might, and did result in the case of some individuals from a devotion to the business without an accompanying intellectual grasp of the significance of an industrial, coöperative group. Such conduct was said to be due to zeal or loyalty.

In order to discuss the Key further, and at a time when Mr. Hapgood could be present, Council decided to have its next meeting on Wednesday, July 20th.

Special Meeting of Council, July 20, 1927

At this meeting the Salary Key Committee recommended that another column be added to the Key entitled "Loyalty to the Business," and that this be column three, and "Understanding of Our Coöperative Goal" be column four.

This suggestion was made in order to recognize a loyalty to the business as such, in contrast to an understanding of the coöperative goal. The motion was carried.

Following this motion there was some discussion of whether scores in column three, "Loyalty to the Business," should have a money value. It was the definite opinion of all but one of two that loyalty should not be paid for. The same held true of "Understanding of our Coöperative Goal."

Dorothea Nordholt gave a detailed description of the further work of the Salary Committee, which brought forth a number of questions and some discussions of the recent steps taken in working out the Key. At the close of the meeting the committee was asked to continue its work.

Special Council Meeting, July 22, 1927

The purpose of this meeting was to consider further the Salary Key, particularly its application to persons graded since the last meeting. These consisted for the most part of members of the Salary Committee. Because of the comparatively important positions occupied by these individuals rather more time was given to discussion of their cases than had been taken when others were considered. In each case the committee rating was accepted.

The four other items of business were disposed of as follows: C. O. Hendricks was granted one week's leave of absence without pay; Jack Evans was given two weeks' salary in advance, to cover time spent traveling to England; Levering Evans was made a member of the Salary Committee to fill Jack's position; it was the sense of Council that Amelia Cravens and Kenneth Smith be the new nominees for the Education Committee.

For some time our Council meetings have been taken up with the difficult problem of payment and reward in a coöperative group. The Salary Key has been partly finished and tentatively accepted. There remains the completion of the Key and the analysis of it by the group. This will involve a decision as to the principles of reward back of the Key, and the application of the Key in its finished form to individuals. To reach such a decision requires hard study on the part of each worker.

THE FACTORY MEETING

The regular meeting, held on the second Friday of every month, was called to order, and the minutes of the previous meeting read and approved.

A report was presented from a committee appointed to select some kind of an automatic ironer. They had failed to find one that would be adapted to our work, so the committee asked to be dismissed. Their request was granted.

The next order of business was a report from the Salary Key Committee. One of the members gave a report, explaining the Key from A to Z. It was new to everyone and proved a deep and interesting subject. The group enjoyed discussing it, and got a lot of good out of it, though no action was taken.

An announcement was made of the annual stockholders' meeting on Saturday, July 9th, at 2:00 p. m.

The Picnic Committee made an announcement that the annual picnic would be on Saturday, July 16th, at 2:00 p. m., at Garfield Park.

The reports were accepted, and the meeting adjourned, leaving a feeling that it had been an hour well spent.

DUKE VAUGHN.

EDUCATION

The regular class work has been discontinued until after the busy season. But this does not mean that no one is free to study until sometime late in October. Classes are only an introduction to self-education. The real value of the last nine months of classes lies in the interest they created in subjects which each will later investigate for himself.

To think that by sitting before a lecturer for one hour or more a week a person can become educated, is taking a little too much for granted. Even if an individual could remember and absorb into his own mental structure all that was said, the sum total of his information would amount to little more than a series of facts in several fields. The ground work supporting and leading up to these high spots would remain almost unknown.

The group of facts so acquired is of very little use except as a basis for further study. Such a basis the group has been given in seeral fields related to Economics and the other social sciences. The education of each must now be done for himself.

The main part of the Education Committee's work is to help the individual in his self-education; the conduct of classes is the least important function.

An illustration of the manner in which the committee attempts to help anyone interested in a special field is found in the case of a council member interested in psychology. A member of the Education Committee went to the library, investigated the introductory books on psychology, and took out two as suggested reading material.

The committee would be glad to do the same for anyone else who may be interested in following up a particular line of work.

J. Levering Evans, the Education Director, will also be pleased to advise with, and assist, anyone wishing to take up special subjects individually at any time.

THE EDUCATION COMMITTEE.

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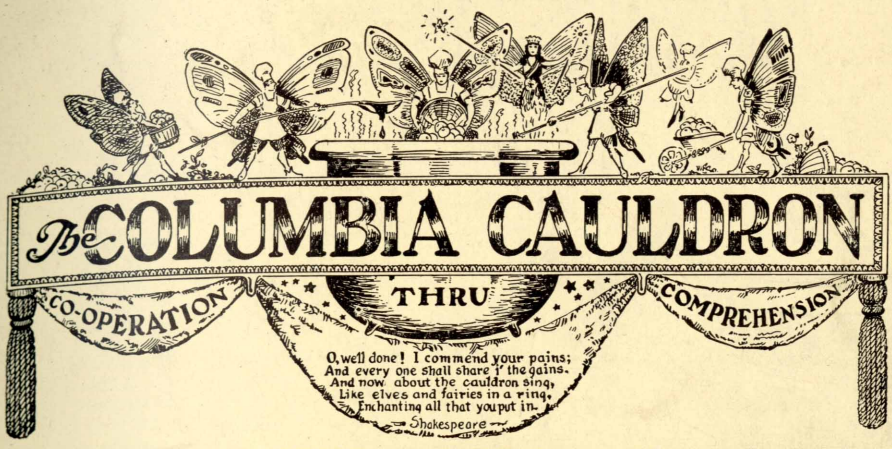

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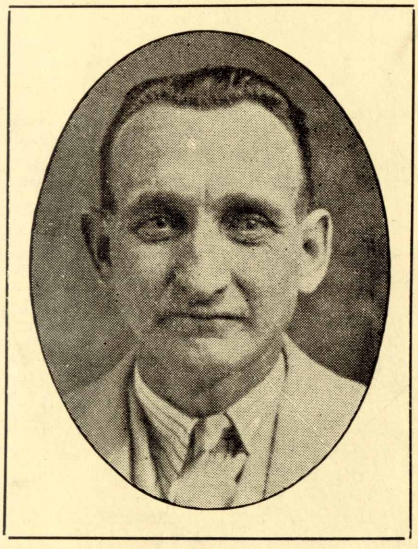

MR. ALBERT H. HINES
Production Superintendent Of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

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COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INIANA

REVOLUTION

People have many different ways of writing about China. Some, particularly those who have had success in literary endeavors elsewhere, are prone to express themselves in glowing generalities on the Central Kingdom. Such well trained, liberal minds as theirs are deemed quite competent to diagnose the Dragon's ills after the first visit. This still holds true when the writers have not been in a position to talk directly to Chinese, but have gleaned their information from self-feeding circles such as ship companions, newspaper reporters, foreign business clubs, and so forth. The mind of China does not lend itself to such readers, nor is it found among commercial attachés of foreign firms.

Since early in Chinese history the mind of China has been the mind of her scholars. No other class was as influential, and from these ranks the statesmen were taken. So now, for those who wish to understand the great republic, the students hold the answer. Their thinking points out the future thinking of the country. This is especially hard for us in America to understand. We, whose opinions are formed by business men, whose ideal is the successful business man, find it especially difficult to realize that a civilization as old as China's looks to the learned professions.

In our village it is the owner of the corner store, or the president of the country bank who thinks for the community. In China the whole village turns out to welcome the returning scholar. The times are particularly complex for China now. She is in revolution if ever a nation was. A great student of Chinese history has pointed out that the Central Kingdom is now going through her Rennaisance, her reformation, her political revolution, and her industrial revolution all at the same time. Is it a wonder, then, that the voices of her scholars are not as clear as they have been earlier in her history? But as indefinite as they are, the mind of China is being expressed through them. And those who wish to learn would do well to stop their ears to the cries of reporters, learned travelers, and editors, unless they say "Thus saith the Chinese students."

J. Levering Evans.

A LETTER

One of the great joys of living is in having new contacts with new people or with new groups of people. Many today have the roving spirit, the spirit of travel and adventure into new lands and places; in fact, that spirit is almost a universal one of our day. Men and women are traveling by automobile, by train, by airplane, tramping or even "hitch-hiking" into new scenes, new places, along roads entirely new to them, experiencing the joy of seeing and passing through circumstances, before untried and unfelt. Would anyone deny the joy of it? "Variety is the spice of life" and change does bring joy. It increases the sum total of our interests, stimulates new thinking and enriches lives. Many crave such experiences but are compelled by force of circumstances to live and die without the gratification of such desires.

There is a land of adventure, however, which is open to all mankind. One does not have to travel miles to find it, nor spend dollars to see it. But it requires eyes to see it and desires to experience it, or it remains a strange, desolate land. Such a land is the land of human relationships, of human contacts, of friendships and co-operation. There is no joy equal to the adventures in this land, to the satisfaction it brings to the human life, mind and heart.

It was into this land that I came this summer, meeting a new group of people doing a kind of work that was not entirely familiar to me; and as I face my winter in Cincinnati University I realize that I have had an adventurous summer in "Columbia Conserve." May I tell you why it was an adventure?

As I stated in my last Council meeting with you, one was impressed first by the great friendliness of the whole Columbia Conserve group. As a stranger, knowing but a very few, I felt as if I were being

welcomed by friends. Dorothea Nord-Holt showed every consideration of my desires and comforts and turned me over, with five others who were entering the same day, to Chloe's direction, who again in her turn did everything to help us find our places in the best way. I think our group of five, starting that day, Mrs. Finnigan, Mrs. Steinmetz, Pearl, Virginia and I, all caught the spirit of friendliness of the group, and I think it is expressed in the words of Mrs. Finnigan at noon of that first day, words which I shall always remember and which embody the Spirit of the Columbia Conserve—"I hope we can be pals and work together all summer." This mark of friendliness was exhibited in ways and ways. I am very sure I could write a volume about it, for I not only have a diary I have written of the summer, but the result of real contacts which have become a part of richer living for me.

The second thing that still remains with me and which is so closely related to the spirit of friendliness and hospitality is the unity of the group. I am quite convinced that the secret of the family spirit is the Council meetings. I am frank to say that I believe that those who miss Council meetings are blind to one of the richest opportunities for adventure. I cannot describe the satisfaction that came to me as one of a group that not only was working and producing, but thinking, discussing, facing realities together. The daring frankness of the group, the free spirit of give and take, in earnestness and apart from feeling, makes it a place of rare reality, and the privilege of having a share in it is one that should be valued. These two things, the friendliness and unity of the group, still remain my first impressions of the Columbia Conserve.

But there are two others which, as I read my diary and go over events of the summer, persist in my mind. They express themselves in these two desires:

"How I wish the educational program could grow! (Which I know it will!)"

"How I wish the process of Industry could make as great demands on my mind, as on my body!"

I realized as I was in the Columbia Conserve that fine as the beginning is, we are but in the beginning of the Democratizing process. Democracy in reality cannot exist apart from alive, alert, understanding minds, and that is a growing process. The educational department is the dynamic for that, and I wish Levering Evans the greatest success as he helps to guide and deepen this program. I am inclined to think that a part of that program must be a deepening of the "together thinking" of Council meetings by preparation in smaller, more intimate exchange groups, centered around the activities and difficulties of every day's production; which leads to the second wish. Many times I sat, doing a job with my hands and wished that while my hands worked, the situation would demand mind production in **proportion.** I cannot tell what I mean in so short a space, but this principle is true, is it not? The thing that transforms work into joyous production is the mentality behind it. It increases speed, it energizes. The mind that can relate the simplest physical activity to a greater whole is the process that transforms work. A beast may draw a load of coal but it takes a human mind to relate the drawing of that coal to the process of human upbuilding and development. It is strange when such mental processes accompany physical products, that work is robbed of its drudgery. It is a dignified, helpful, energizing process and it brings joy. I cannot, as I say, for lack of space, describe what my imagination played with all summer, in the ways and means of **demanding** mental returns as well as physical, but I can only generalize by saying that the process of mental stimulation must increase.

My oneness with the Columbia Conserve family this summer is a oneness that is permanent. I am a part of you, my interests are with you, and I hope the future will allow again a direct sharing, such as I had this summer.

GERTRUDE V. BROWN.

The peak load of tomatoes strikes the Columbia Conserve Company between the middle of August and the middle of September. During this busy season few have time to write. And as the Columbia Cauldron is written and published by members of the company, it has been necessary to combine the September issue with the October one.

Through an error, Arlie Myers was not given credit in the August Cauldron for his article on the picnic. Most of us knew that only the chairman of the Picnic Committee could have given such a reliable description.

A NEW EXPERIMENT IN INDUSTRIAL DEMOCRACY

It was about four months ago that I visited the shoe manufacturing plant of Craig, Reed & Emerson, located at Campello, Mass., a suburb of Brockton.

I had been invited by Dr. Harry Laidler, one of the secretaries of the League for Industrial Democracy, to meet him at Campello to talk with Mr. Craig, president of the company, and with some of his associates, about the plan they had in mind of changing the relations of the workers to the owners.

I was much impressed with the physical condition of the plant. It lies almost in the open country on the outskirts of Brockton. It was built during the war, and no expense was spared to make it most substantial and most sanitary. It is strictly modern, and almost as light as the open air. There is a very lovely view on two sides looking toward the rolling, wooded country on the south and the east.

I think the conditions prevailing in the plant are almost ideal for an experiment in workers' control. Not only is the plant very attractive, but I am confident that the employees are above the average shoe workers, both in intelligence and in manual skill. The quality of their shoes is evidently very good, judging from the favorable impression upon their customers, and especially upon one very large buyer.

Mr. Craig and Mr. Reed both impressed me as generous and intelligent men, and perfectly sincere in their desire to bring their employees into the management of the business, and finally into ownership.

Because of the generosity of a wealthy New York man, who, as a poor boy, had his apprenticeship in the shoe business in Brockton, and later was one of the most successful manufacturers there, the workers have already come into ownership of $25,000 of the stock of the company. I believe the capital stock at present is $75,000. The man who is giving the workers this start is very much interested in the condition of the shoe workers in Brockton and elsewhere, and he hopes that this experiment will blaze the way to similar experiments in other shoe plants. I believe he will use his influence to induce large manufacturers of shoes to change the form of government prevailing in their plants, if this experiment shows effectiveness.

Because this group of workers are manufacturing a product which is very essential for human needs, and because they are within the trade union movement, I think the experiment is one of the most significant in the country, and I believe the prospect for its success is unusual, for reasons I have already given.

When I talked with Mr. Craig and Mr. Laidler in the office of the plant, I found that both of them wished to take as wide steps with respect to bringing their employees into the control of the business as they thought safe in the beginning. They asked me many questions about the situation prevailing with us, and they decided to follow fairly closely the course we followed during the first years of our experiment.

I have a letter from Mr. Craig in which he writes in part as follows:

"Our elections were held yesterday as per schedule, and with 102 people at work, 98 ballots were cast. Timothy Joyce and Harold Colby were elected directors. Excellent judgment was shown all through, and Mr. French was elected to the Council. The first Council meeting was held the Wednesday after election, with all present. As temporary chairman, I called the meeting to order and gave a brief talk, outlining what we hoped to accomplish—explained that we expected the Board of Directors to become merely a perfunctory body, and that eventually the business would be run by the Council. You see we are entering into the spirit of the thing.

"The Council insisted that I be the first chairman, and, following your advice, I consented. Mr. Brewster was elected vice-chairman.

"A committee was elected to count the election votes and verify my count. The Council felt that unnecessary, but I felt that it should be done in case there might remain some doubters in the factory.

"On my suggestion, the newly elected directors were made members of the Council ex-officio. I hope you will approve of this. My reasoning was this—we hold a directors' meeting once a year to cover the law, and so these two men would be of almost no value to the workers or the business except as Council members.

"It was voted that the Council meet the first and third Wednesday of each month. At the next meeting I am going to submit our copy of the trust agreement to be read, although I believe that the factory is now nearly 100 per cent sold in the belief that the project is really on the level.

"This can be a big thing, and with the

necessary help it will be. That means your continued interest and support which I know we will have, and perhaps temporary help from time to time from Mr. D. This you may not understand, or at least it may surprise you, but instead of giving us additional capital, being used as it is to work out a cooperative plan, has actually made it difficult to borrow money, for our local shoe manufacturers who run the banks **do not like it.**"

It is not surprising that this company is having some difficulty in financing their operations, because many of the directors of the local banks from which they have been attempting to borrow money are officers and owners of other shoe companies located in Brockton.

A couple of weeks ago I received another letter from Mr. Craig in which he writes in part as follows:

"When you come to Boston, look me up by all means and try to spend some time with us at the factory. I will undoubtedly be there at the time. We have our Council meetings the first and third Wednesdays at 4:30, and perhaps you can attend one of them while here.

"We are working on a very big thing with our largest buyer. He wants us to make him a lot of shoes—2,000 pairs a day."

He also says, "This business coming from this large customer will enable us to give our workers fifty-two weeks in the year: something unknown to the Brockton shoe workers. Wouldn't we have a happy crowd?"

He again refers to the difficulty of financing the business due to the opposition of some of the other shoe manufacturers, and he closes with this fine statement: "It is my job to carry the financial end through, and I will do it. Some kind providence has given us an opportunity to do a great work, and we are not going to fall down."

WILLIAM P. HAPGOOD.

DEPARTMENTS

Sales

Our Immediate Problem and How We Plan to Overcome It.

The Sales Department finds itself faced with the difficult problem of how to increase the volume of our business and at the same time regularize the production of non-tomato products in the plant.

The Sales Committee has labored long and earnestly to find a solution, and now has plans of action for the next several months.

We are selling our products to approximately 400 jobbers in the territory extending from the Atlantic Coast as far west as Omaha and Denver.

We are in the unusual position of serving practically all of the reliable private label jobbers in this area.

Even with this situation, however, our business is not increasing as rapidly as we feel it should.

There are two principal ways of increasing our sales: One through securing new customers, new business, and the other through the growth of business on the part of the customers we already have. The Sales Committee has determined to strive toward the latter by better entrenching our present customers on our products, believing expansion by means of new customers is rather limited.

In analyzing the problem it was clearly shown that there is a better feeling toward private label soup on the part of many jobber buyers. The drive, however, which the buyer may get behind soup is limited by the extent to which his salesmen are sold on the product. The attitude of the jobber salesmen is mainly governed by the reaction of the retailer toward private label soup.

The plan of the Sales Committee is for our salesmen to spend the major part of their time in calling on the retailers with the jobber salesmen. We feel that a double purpose will be accomplished: first, the education of the jobber salesmen, and secondly the education of the retailer. The educational process to include not alone the quality of our products, but to clarify the minds of both salesmen and retailer as to the economic problems involved. It is our belief that the spreading of this knowledge will materially stimulate our sales of non-tomato products. We aim to prove to the jobber salesmen that the retailer will buy soup and point out to the retailer the reasons for doing so.

We hope to regularize our production by getting a number of our customers to sign a contract agreeing to increase their business on vegetable soup and chili con carne by 50 per cent. The shipments are to be made in equal monthly installments. If we are successful in signing up a number of jobbers on such a contract, the Production Department will be enabled to plan our plant production over a period of weeks or even months. It is unnecessary to point out the advantages of this. It will tend to reduce our costs, and most of the saving will be passed on to those jobbers whose cooperation will make the saving possible.

CORNELL HEWSON.

Office Duties

It is the duty and also the sincere desire of all those working in the office to be courteous to our fellow workers as well as to the general public with whom we come in contact each day. It is particularly essential for the girl at the information desk and switchboard to give quick and accurate information to all calls, whether within our plant or on the outside.

An outsider calling over the 'phone may get a good or a very bad impression by the manner in which the call is answered.

Information pertaining to practically all our business, with the exception of that which our salesmen bring us in person, is received first at the office, either by correspondence or personal calls.

One important duty is to answer all correspondence as quickly as possible, and give all the information we have at hand. Another very important duty of the office is to get all information relative to orders through as quickly as possible. After orders are confirmed and entered, it is very important to keep in very close touch with the Production Department, so that that department may plan work for the plant. Lack of proper cooperation between these departments would mean cutting down our efficiency to a great extent.

All orders given by the office to the printing, labeling and shipping departments should be typed accurately in order to avoid any possible errors.

On account of the fact that we are trying in all departments to get along this fall without taking on extra help, it has been necessary, at times, for us to let some of the office employees lay aside some work which did not need immediate attention and help in other departments. Our girls in the office have shown an unusual spirit and have cooperated splendidly with other departments, helping in the dining room work, preparing food and washing dishes. Cooperation is our aim.

ESTELLA FRANZ.

Finance

It is amusing to hear interested outsiders express unbounded faith in cooperation, and then invest their surplus elsewhere. There are doubtless good reasons for their actions, but we in the Financial Department are in a position to see how much additional capital would mean to many organizations. We are of the opinion, therefore, that those who have faith in cooperation should support it with their money. No one else will.

HOWARD HERNER.

Purchase

Business men are calling attention to the benefits of cooperation between buyer and seller.

The other day an incident occurred which clearly illustrated the value of friendly relations between buyer and seller.

A pulley cracked in the pulphouse and slipped, releasing the old belt and making a new one necessary. While Frank was getting the figures on that, one-half of the Indiana pulper on the other line burst. This tied up the whole pulphouse until the Mechanical Department could fix things temporarily. We telephoned a rubber company for the belt, a pulley company for a pulley, and a brass company for the sieve. In less than an hour Ed has returned with the three articles, and only once had he been forced to wait. Then the other side of the screen burst, and the treasurer of the brass company brought the new screen in his own car.

The whole operation took only an hour and a half. Such service on the part of those from whom we buy comes directly from friendly relations.

WILLIAM H. HINES.

Printing Department

When orders are few, as they were at a certain period this year, it does not affect the Printing Department as much as it does the rest of the plant. The reason for this is that there is a great deal of work in the Printing Department which is not immediately connected with the shipping of goods. This work includes putting away new labels, checking up on future orders, and keeping Miss Franz informed as to whether or not our stock on all labels is sufficient to take care of orders which might come in.

There has been a great improvement over last busy season in the Printing

Department, because of our having our store-room near at hand, whereas last year we had to make many trips daily to warehouse No. 6 where our labels were stored at that time. Another improvement has been the new machine which was installed a few months ago, which is a time saver and also a label saver.

Our one desire now is to see the work-table completed which the Mechanical Department has promised us.

GENEVIEVE CAIN.

Production

It is very interesting to see minds functioning at the work in the Production Department which the writer thinks never would function in the same capacity in other organizations. The words "production management" do not mean very much if each one in the Production Department knows his job and does it. This is the first year we have gone through a pack without increasing the force more than 50 per cent, which means more or less an experimental year for us. At this time of the year the load is heaviest in the Production Department. Everyone is working almost to the limit, due to the fact of the salaried employees feeling their keen responsibility to the business. Previous to the tomato season we were packing around four thousand or forty-five hundred cases per week. We are now packing ten thousand to fifteen thousand cases per week, which means a very large increase in the production without any increase in our force and only a small increase in our working hours. This, to some extent, is due to the kind of goods packed. Heretofore in almost every tomato season we have packed catsup, chili sauce and tomato soup. We are now packing only tomato soup and tomato pulp.

ALBERT HINES.

Mechanical and Miscellaneous

Following the aim of all departments, these two have attempted to make the permanent force sufficient to carry us through the busy season. For the last month, members of the Miscellaneous Department have been working in other parts of the organization, saving extra help there. The same is true of two in the Mechanical Department; one is washing seeds in the pulp house, and one is in the boiler room.

The absence of these men has necessitated harder work on the part of others in the Mechanical Department, but the department has handled the work so far and hopes to be able to do so through the rest of the season.

A shift in the schedule of the watchmen has made possible the present performance of the boiler room with an addition of only one man. We have now three watchmen on regular eight-hour shifts with one day a week off. Before we had three men working six hours with sometimes an overtime and no days off. Under the present arrangement there is no overtime, even in busy season.

New Machinery.

The only recent addition has been the new box-making machine. This increased our capacity to make boxes beyond our labeling capacity. Heretofore the opposite has been true.

Incidents.

Not long ago a new member was severely tested by being told that he was to paint our hundred and fifty foot smoke stacks, and that the only means of ascent was by climbing the guy wires. No wonder he was disturbed before incredulity dawned.

FRANK BOLSER.

Pulphouse

The surprise of this season has been the large number of tomatoes from such a small acreage. The quality was very good before the last hot spell, but since that they have shown the effect of the sun. The color is better now, however.

The pulphouse has been fortunate in having an exceptionally capable and willing personnel. Only three extra wage workers have been necessary, and these have been highly satisfactory. The present efficiency of the pulphouse is also due to the cooperation of other departments.

Farmers.

It has been interesting to notice the difference in the speed with which the farmers unload their tomatoes. One is slower because he is methodical and careful by habit; every empty crate must go back exactly in its place. Another has a regular gait at which he moves, and any greater speed tires him quickly. Some are indifferent to the line waiting behind them. In all cases the individualities are pronounced.

C. O. HENDRICKS.

Kitchen

In this unusual season perhaps the biggest reason we have been able to do what we have with our present force is the increasing feeling of good fellowship. The ways in which this has transformed itself into efficiency are innumerable. The effect has been a smooth, steady performance under a heavy strain, supported by the spirit of the workers.

ALBERT ARMSTRONG.

LABEL DEPARTMENT

The Label Department has just experienced a most unusual busy season. It has differed from the past chiefly through the absence of the usual large force of wage workers, because of the fact that we decided not to pack catsup and chili sauce this year.

The always difficult problem of supplying girls for other departments, on short notice and with as little loss of time as possible, has been a much larger problem to cope with this season. This has been mainly due to the desire of the whole group to keep our payroll as small as possible, and owing somewhat to the irregular way in which orders have come in.

Since it is one of the functions of the Label Department to supply girls for nearly all other departments, it is decidedly interesting to "fill the gaps" when called upon; be it for the Kitchen, Printing Room, Pulp House, Dining Room, Shipping or Receiving Departments. Is it girls for cans, beans, labels, food, garnishing, capping machines, tomato sorters, or what not, needed? Borrow them from the Label Department!

Incidently orders must be labeled out quickly; rush locals delivered, cars finished on time, and process rings emptied promptly for the Kitchen. Sometimes the tables are turned and we, in our turn, must borrow help from other departments, often using men to assist in girls' places.

The uniform feeling of group responsibility, which has been prevalent even among our wage workers, and the willingness to co-operate to the utmost of each one's ability, has enabled us to get our orders out in good time and to keep the floor cleared of goods.

A very interesting experiment taking place in the Label Department, in conjunction with the Education Department, is the program for our group of six minor girls. These girls are attending class one hour each day and working, mainly in our department, seven hours a day. They have shown a splendid spirit and interest in their work which has been pleasing to the whole group.

Another interesting and pleasant surprise of the season has been the very evident enjoyment the girls from the Label Room have experienced in their work in the Pulp House. This seems to fairly disprove the old theory held by some that the work on the tomato runs was of such nature that it was not attractive to younger girls.

All in all—'tis truly a gay life if you don't weaken—and with such a marvelous Spirit of Good Fellowship abroad everywhere in the plant, we are all fairly strong. Here's to everybody!

CHLOE E. MeHARRY.

Receiving

This busy season has affected our department much less than in previous years. The reasons seem to be, first and most important, the spirit of cooperation in the department; in the past this has not been so marked. Second, the department is better organized, so that it has functioned smoothly in relation to other departments. Third, the pack has been lighter than usual, and the tomatoes have come in over a longer period.

All the outside influences could have existed, and the work in the department been hard. It is the helpfulness of the men in it that has made the department what it is.

JOHN THOMAS.

Shipping

This year there have been several changes in the Shipping Department. The last was when Ollie Chambers decided that his health required him to move to a farm. We wish him the best of luck in his undertaking.

Among those who are carrying on the work of the department, one has had a summer school course. The rest of us are waiting to see how this affects the department.

AN OUTSIDER.

Education

A few days ago two members of the kitchen asked about courses in English. These requests were quickly followed by questions coming from the office and printing room. Reacting to these successive stimuli, the Education Department decided that some program should be presented to everyone now, even though busy season is still upon us.

Apparently the members who asked about English were not alone in their

desire for such a course, because the returned course-blanks include many who have chosen that subject, even though it requires outside study. Some have asked for Economics and some for Finance, a branch of Economics.

The subject affecting our cooperative activity here most closely is given in the outlined lecture course on the history of labor, including cooperatives and types of employee representation. It is more than likely that some economic history with special attention to the position of workers in the various stages of society will be given as a background. The Education Department hopes that in this course we may be able to see the effect of certain principles and programs on organizations such as ours, and thus benefit by their experience.

This month the work of the department consists mostly of planning. Next month should see how these plans work out.

J. LEVERING EVANS.

COUNCIL NOTES

Regular Meeting August 5, 1927

At this meeting the new Education Committee was elected. The members are: Levering Evans, Billy Hines, Ken Lucas, Chloe Meharry, Dorothea NordHolt, Homer Shelly and Ken Smith. Of the seven chosen, the new member is Ken Smith.

At the suggestion of the Education Committee, Council voted that a small group of interested persons be allowed an hour a week for the discussion and study of finance. This hour was to continue until the time was needed for production.

The responsibility for personnel work relative to the employment and discharge of wage workers was delegated by Council to the Education Committee. It was the sense of the Council that this would interfere in no way with the existing committee responsible for the size of the wage force.

For some time there had existed among certain employees an uncertainty regarding the use of the company laundry. It was even intimated that some had worn clean working clothes home over the week-end and had brought them back dirty—to add to the company wash. This misunderstanding was rapidly dissipated, and the general rule made that the company would wash the working clothes of wage earners as well as the salary employees up to the capacity of the laundry. This action was taken because workers are expected to wear white or light-colored clothes. It was the sense of Council that bath towels used in the company showers came under the category of working clothes, and as such should be washed by the company.

Dorothea NordHolt brought in a request from Mr. Walter Ludwig, chairman of the Richmond Conference for Students in Industry, that we hold a special Council meeting on September 7th, to which the Conference be invited. It was voted that we should plan to have a meeting on that date, and, if anything arose to prevent such a meeting, that we should notify him.

Regular Meeting August 19, 1927

The first order of business was the election of a new chairman. Many felt reluctant to change chairmen because Ken Lucas' fitness for that position had been so remarkable. These were persuaded to a change because, being released from the chair, Ken would have more opportunities to speak, and also because the chairmanship offered a training which would be of benefit to the group.

As a result of the elections in which Mary Barron, Genevieve Cain, Levering Evans, Chloe Meharry and Ken Smith were nominated, Chloe Meharry was chosen chairman and Levering Evans vice-chairman. Chloe Meharry had served as an able vice-chairman under Ken Lucas.

Following the elections the meeting was turned over to a discussion of general business conditions as they affected the company. The two salesmen present reported an apparent depression in the canned goods business. As a result of this, they said, the jobbers were buying from hand to mouth, only for immediate needs. Levering Evans pointed out that periods of relatively high agricultural prices had often been followed in the past by business depressions, and that we were just passing through a period when farm prices were above normal. It was therefore possible that business in general would be less active.

This was the first Council meeting at which the four Columbia representatives at the University of Wisconsin Summer School were present. Everyone was interested to hear of their experiences, and so Council asked each one to tell something of what had happened during the six-weeks' stay at Wisconsin.

Regular Meeting September 2, 1927

This meeting followed a special one called Thursday, September 1st, at noon, to consider Labor Day. This tomato season, being unusually late, made the consideration of a holiday possible. In the past the tomato pack had been such as to make a holiday on the first Monday of September too expensive. In the discussion Thursday of whether we should work on Labor Day, two questions arose, the first concerning the coming Monday, and the second, Labor Day in general. After the various department heads had reported, it became evident that production required our working Labor Day of 1927. Our future attitude toward the day was left for discussion in the regular meeting Friday evening.

Several members of the organization expressed a belief that Labor Day was sacred to labor all over the world, and belonged especially to that group. We, therefore, should show our international interest in the working classes by celebrating Labor Day. This interpretation of the day was new to some who had previously regarded it as just a holiday.

The discussion made it perfectly clear that the company could not afford to have an ordinary holiday at this time of the year. The significance of the day is such, however, that as soon as we appreciate its significance, some arrangement could be made to make a celebration possible.

The next item of business was the election of a new Secretary. This was an unusual proceeding. For seven and a half years Miss Franz had served as Secretary of Council. Her position in the company, and her ability, made her the logical choice for the position. No one thought of changing the Secretary until recently, when it occurred to several that Miss Franz had contributed her share of such work to Council, and that it was not fair to her to require this service longer; neither was it fair to the company, as Miss Franz's time was so valuable to it.

As a result of this decision, a new Secretary, Beulah McMechan, and Assistant Secretary, Ken Smith, were elected.

The Health Committee brought in a report that the case of Essie Gardner was not one of physical illness, but of mental attitude. The question then arose as to our ability as a group to change that attitude. Certain members of the Educational Committee felt that an examination should be made of her point of view to see whether we might be able to change it or not.

This brought forth the question as to whether Council, or any of its members, are competent to make such an examination. In spite of this uncertainty, however, many were not willing to release Essie without giving her the benefit of such an investigation. Council, therefore, decided that she be released for two weeks, at the expiration of which she be allowed to apply to the Education Committee for reinstatement.

At the close of the meeting, Miss Gertrude Brown, who had worked with us for a number of weeks this summer, expressed to Council her appreciation of the opportunity of working here. The spirit of unity and hospitality in the Columbia Conserve Company, she said, was unique in her experience. She leaves us to continue her graduate studies in education at the University of Cincinnati. We hope she will come back again some time.

Special Meeting September 7, 1927

This meeting was held at a time when members of the Earlham Conference of Students in Industry could attend.

For the benefit of the visitors, several members of the company outlined what seemed to them the high points of our progress, and our outstanding problems.

Questions from the Conference members turned the discussion into a comparison between cooperation and trade-unionism as the best channel whereby the industrial situation could be improved. Some members of the Conference inclined toward the Trade Union. One member of our organization, who was an active union member for a number of years, took the opposite stand. His argument follows in brief:

The three reasons that workers desire a better industrial order are:

To obtain better working conditions, better living conditions, and because they are convinced that the present order is morally wrong.

Trade Unionism will not change the industrial order because its method is to demand from employers certain things which it assumes they are withholding from their employees. The result of this is a continued strike caused by the lack of understanding on both sides.

A cooperative industrial order is better able to solve industrial unrest because the employees actually take part in the management. There is something fascinating about the idea of group management which grips each individual more and more as he becomes acquainted with the problems of industry.

DEMOCRACY

Democracy — fine, a glorious sound. The cause of many people leaving their homes to travel to a strange land. The cause for which thousands have laid down their lives, both in revolution and international warfare.

Democracy, described by Mr. Webster as "rule or government by many," is in effect the political frame-work of the United States. It was the reason for a revolution, a civil war, a war with a foreign power, and the prime reason why this country entered the World War in 1917. But, however attained, the end seems to justify the means.

Now let us turn to another field, another frame-work involving about the same amount of wealth and nearly as many people—certainly coming closer to the minds of more. This is industry, the giant wheel turning now fast and now slow, under the shoulders of millions of men and women and, sad to say, not a few children. The great wheel turning through muck and mire, with gold sticking to its under side, waiting to be scraped off into the coffers of its owners, is a fantastic thing of ancient autocracy.

Why, then, is not the idea of democracy applied here? "Easy," you say, "It was thus in the beginning, and the workman cares naught how fast the wheel turns, nor how slow; solely he clamors for a place at the spoke." True in part, but give the workman knowledge, an inspiration, a chance to know more of the nature of your and his wheel, and he will prove a loyal helper.

War, controversy, disagreement are but synonyms of difference of opinion. Bring the education that masses have missed to the door of the wheel-shed; ask those at the wheel to rest a while and see what the ponderous elephantine monstrosity is, how it came to be big, and what relation they bear toward it. Put yourself, Oh, Owner, at the foot of the class, or, better still, away from the class. You should then have a chance to observe the wheel in a new light, and, greatest of all, a chance to know your workmen. For real patience and honest endeavor, I promise you a place in the sun and in the hearts of your laborers.

KENNETH L. SMITH.

COOPERATION IN DISTRIBUTION

Since the advent of the chain store in the retail grocery business, both wholesale grocers and retail grocers have been much concerned as to how to meet the chain store competition. The great advantage of the chain store system is its buying power, which enables it to buy groceries at as low a price as wholesale grocers do, and sometimes at lower prices.

The great disadvantage of the chain store system, both economically and socially, is that it substitutes clerks, who are usually very poorly paid, for independent store owners. These clerks cannot serve the public with the same interest and skill as the independent store owner can.

There have been many attempts on the part of wholesalers and retailers to meet the competition of the chain stores but the most successful one in our experience is the Serv-Us Red and White chain store combination.

For many years there have been a number of wholesale grocers who have worked together under the Serv-Us label and we have been packing many products, especially soup, under that label.

The leader in this movement has been the S. M. Flickinger Company, of Buffalo. For years they were exclusively wholesale grocers. Later they developed their own chain stores, and about two years ago Mr. Flickinger, recognizing, as he told me, that the chain store system was not the last word in the distribution of groceries at retail, decided to form a new relationship with independently owned retail stores. He made a beginning in Buffalo side by side with his own chain stores.

Since that time this movement has developed until now about twenty Serv-Us wholesale grocers are operating under this plan. They are scattered over a large portion of the United States, and have quite a representation in Canada.

The two most successful houses are the S. M. Flickinger Company of Buffalo and Slocum-Bergren of Minneapolis. Both Mr. Flickinger and Mr. Slocum consider that this new development is the most important contribution they have been able to make during their lives to business enterprise. Neither one any longer looks upon his business as one chiefly for profit, but each one believes that his first responsibility is to assist independent retail grocers to meet successfully the chain store competition.

In this effort they are becoming very successful, not only in their own territories, but by their sincerity and intelligence, as well as by their complete frankness and liberality with respect to giving other Serv-Us wholesale grocers information, they are assisting in making this movement country-wide.

The assistance the Serv-Us wholesale grocer gives the Red and White chain store is not only that coming from lower prices caused by the cooperative relationship between the wholesalers and the retailers, but also information with respect to the decoration of the retail store, the amount and kind of stock to carry, proper bookkeeping, advertising, etc.

I believe that this relationship is one of the most interesting cooperative efforts of the time between wholesalers and retailers, uniting the strongest points of each, and giving special help to the retailer with respect to the development of his business ability.

This group of wholesalers and retailers have been holding one meeting a year, heretofore always in Buffalo, but recently they added a second meeting, and that one was held at Denver. Mr. Tearney, Mr. Hewson and I attended, and we were all very much impressed with the frankness and harmony between wholesalers and retailers.

Some months ago Messrs. Myers, Markley, Walter and I attended a similar meeting in Buffalo, and we got the same impression there as we did at Denver, with respect to the remarkable harmony and cooperative spirit existing between wholesalers and retailers.

The packers who pack goods under the Serv-Us label are not yet an integral part of this cooperative movement, although they are invited to the meetings. It is to be hoped that within the near future some plan can be suggested by which the packer can become a more intimate part of this cooperative plan.

I think when this weakness is overcome, that is, when the packers have a more effective relationship with the Serv-Us movement, it will represent the most cooperative relationship in this country between packer, wholesaler and retailer.

WILLIAM P. HAPGOOD.

STUDENTS IN INDUSTRY CONFERENCE

The Second Annual Students in Industry Conference was held at Earlham College, Richmond, Indiana, from September 3 to the 7, 1927.

This conference, which is sponsored by the Continuation Committee of the Interdenominational Student Conference held at Evanston, is made up of college students who have worked in industry, interested non-college students who are working in industry, and leaders from various fields of activity representing the church, the press, the school, organized labor, cooperative enterprises, politics and capital.

This year's attendance averaged about forty persons and included several colored representatives. W. Walter Ludwig, student pastor at Ohio University, was chairman of the committee in charge of the program.

Rather than having a set program outlined in advance for the group, the Discussion Group method of procedure was employed, and the program was cumulative. A volunteer Steering Committee met between sessions to decide what direction the discussion at the next session would follow—thus making the Conference as democratic in structure as was possible. Sessions were held from 9:00 to 12:00 a. m., with a ten-minute recess at 10:30, and from 7:00 to 9:30 p. m. Afternoons were free for informal discussion groups and recreation. With a rising bell at 6:00 a. m., and breakfast at 7:30, it really did not differ so much from an average working day schedule, except that the hours were longer!

With exceptionally fine weather at our command, almost all sessions were held outdoors. On Labor Sunday the Conference group attended church service in a body at a nearby Friends' Church. That evening we had a picnic supper on a nearby hill, and held our evening session right there by the light of the moon. On Tuesday night a group of the delegates, under the direction of Mr. Tom Tippet, formerly Worker's Education Director for the United Mine Workers in Southern Illinois and now Professor of Economics at Brookwood Labor College, presented a one-act play entitled, "What Price Coal?" It was very well done and pointed out the existing bad conditions in the coal fields quite effectively.

The purpose of the Conference was to gather together a group of thinking students who have had actual experiences in industry, so that they might compare notes with each other and try to help solve some of the big problems confronting them as students and as workers. All phases of the present social situation were open for discussion. Special emphasis was laid on the existing conditions in industry.

Wages, hours, unsanitary conditions, lack of safety, unemployment, concentrated and absentee control were a few of the evils pointed out as confronting the laboring people of today due to the system of capitalism under which we live. It was stated by a few that a class struggle is being waged at this time,

and the most important job of enlightened workers is to develop class consciousness and overthrow the present system through revolutionary methods. Others felt there was some hope of "educating through" to a better order of things. Some believed there is a chance of making a change through a better type of legislation.

A general feeling of dissatisfaction with the way things are done now was felt by everyone present. The control of the destinies of many people by the comparative few in positions of power, due to their control of the tools of production, was felt to be decidedly unethical and out of line with our belief and attempted practice in political democracy. The necessity for instituting a new practice, industrial democracy, was keenly felt, for, like the nation politically, industry cannot long exist half slave and half free.

All of our existing institutions seem to come under pretty heavy indictment when analyzed in the light of social justice. What is the next step? Is a bloody revolution going to be inevitable, or can we use our more enlightened intelligences to better advantage and educate humanity to a more just, happier state of being?

Where can each one of us "gear in" and help most effectively to bring about this sadly needed change? Through the church? the school? the press? politics? organized labor? the cooperatives? The real purpose of conferences of this kind is to stimulate thought, to try to find out what is wrong with society, and then to apply our best efforts to help right the wrong. H. G. Wells has spoken truly when he says, "The present civilization seems to be a race between education and catastrophe." Our jobs, it would seem, are to find our places in the educative process and push with all our strength in the direction of social justice. "Let's try to enlighten the unenlightened, and stick by our jobs even when they are awfully hard, as long as we are allowed to." That seemed to be the spirit which pervaded the Conference at its last session.

After the Conference proper was over, a group of interested delegates came over to Indianapolis to visit the Columbia Conserve Company plant to see it in action, and later to sit in on a special Council meeting held for their benefit. All who came to visit us expressed deep appreciation for the kindness extended them by the Columbia group. It was very worth while to them to see us as we are, at work and in Council, because of the keen interest they have in our experiment in industrial democracy.

H. DOROTHEA NORDHOLT.

Most of life's troubles come from misunderstandings. If we know each other we shall understand each other; if we understand each other, we shall trust each other; if we trust each other, we shall work together in unity of purpose; if we work together in unity of purpose there is nothing worth while which we cannot accomplish.—David H. Blair.

HOME

The question has not been raised frequently, but it might be raised now. Where is one's home? Is the house he lives in always his home? If it is not what is?

A moment's thought should convince us that it is the spiritual quality, and not the geographic location, that makes a home. With most of us this spiritual quality develops around the center of our interests. One center of interest is our family. But it is conceivable that an unsuccessful family life might destroy this interest and home, for the individuals in that family would be outside the "home" in the usual meaning of the word.

The same distinction might be made in where we live—really live, not just inhabit or exist. Do we work in a factory in order to live outside of it? In many cases this is true.

There has been nothing in usual factory life to make it possible for most of us to live while at work, hence the idea of work as a necessary evil.

The artist does not feel this way about his painting, neither does the skilled mechanic at an interesting problem in machinery.

Is it necessary that those of us with less difficult and interesting tasks should find our real interests outside our work? If modern production is to fill the place in human life creation has filled at times in the past, this is the problem it must solve.

Perhaps the answer lies in the proper proportion of mental and physical activity. When a job requires this proportion of each of those faculties, then we may be living; that is, enjoying and benefiting by our work.

Miss Brown calls our attention to this problem here. We might well consider it.

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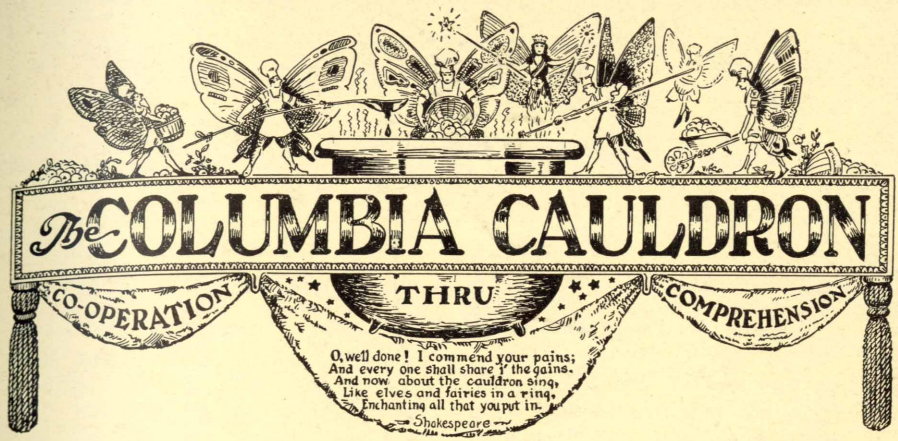

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Matron Of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

WHAT DO CHINESE FIGHT FOR?

Today China is the center of political storms. In the presses we read constantly about her civil war, the foreign menace, anti-foreign feeling, and anti-Christian agitation. The condition is growing more complex and changeable. No one dares to predict the outcome of the present struggle.

What do Chinese fight for? Even if one knew when to start to answer the question, he would not know where to stop. However, the chief causes of the struggle are only two: First, the struggle for a really democratic country, and second, the fight against foreign imperialism.

The Struggle for Democracy

For more than 200 years China was under the control of the Manchu emperor. The Manchus are a minor Chinese race with a population of 4,000,000, living in the northwestern part of China. In 1911 when Chinese students, who had acquired modern political ideas from America, Europe and Japan, came home, they organized a revolutionary party, later known as the Kuomintang, and led by the late Dr. Sun Yat-Sen. It was this party that overthrew the Manchu emperor. It aimed to establish a really democratic government with a dream to make a better day for everybody.

They were successful as far as eliminating the Manchu emperor and changing the name "middle kingdom" to the Chinese Republic. That was all. The political power was immediately seized by the militarists, who were formerly the running dogs of the Manchu emperor and later turned against the emperor under the inspiration of the revolution. Each of these war lords conquered one or more provinces, and made himself the king of that territory. They still fight each other for no other reason than to increase their personal power and wealth. At any time a war lord in China has as much authority as any existing emperor or king in any nation in the world, for he can appoint or remove all civil and military officials within his conquered territory. He can kill Chinese citizens at his pleasure, and his word is the law of the land. He abolishes the freedom of speech, press, and peaceful assembly. What is more, practically all of the war lords in China are hostile to the working class. They suppress labor movements and kill strikers without due process of law. The killing of 4,000 railroad workers during the Hankow-Peking railroad strike in 1921 by Wu Pei-Fu, formerly the biggest war lord in the Central China, is the concrete example.

Young Chinese people realize more than ever that our revolution has not accomplished anything since 1911. The revolution has to be started all over again. We have to drive the war lords away by force and make future militarists subordinate to our civil authority.

The Fight Against Foreign Imperialism

Imperialism may be defined as the extension of a nation's rule over other races of mankind as where "Commerce demands the protection of the flag." Imperialism desires to open new markets and obtain cheap raw materials. Unfortunately, China is rich in her natural resources, especially in coal, metals and oil, which form the base of all modern industries. China's growing demand for foreign goods makes of her a place to dump the surplus manufactured products of other nations. Besides these advantages there are 400,000,000 souls, cheap labor, ready for exploitation. For 80 years the powers have invented many devices, resorting to war, then collecting indemnities and enforcing unequal treaties to extract China's wealth.

These old treaties were made chiefly for the benefit of the foreigners in China, and we got nothing in return. Therefore, we call them unequal treaties. They are too numerous to mention. Here I wish to touch upon several important treaty privileges such as tariff control, foreign concessions and extra-territoriality.

Japan, in her famous twenty-one demands, requested that Japanese should have the right to build railroads, open mines, and establish police stations in Manchuria. One article would prohibit Chinese from building any railroad parallel to a Japanese line for competition. Chinese could not build a railroad on their own soil!

Chinese custom duties are fixed by the powers and administered by British officials. We can collect, under the treaties, no more than five per cent. duty on any imported goods. If China desires to change her tariff duty, she has to get the consent of all the powers. The absence of the wall of tariff protection causes Chinese industries to stand still, and throws thousands of people out of employment. They have no alternative; it forces them to join the army or become bandits.

These barbarous whites, in China, enveloped in materialism, think that they are too perfect to accept the laws of the land. They refuse to obey Chinese laws altogether. Not only foreigners themselves are immune from Chinese laws, but Chinese employed by them enjoy the same privileges. If there is a controversy between a Chinese and a Britisher, in which the Britisher is the defendant, the Chinese has to sue him in the British consular court and the case is decided by British laws and customers. Protected by special privileges, many foreigners make a living by smuggling in opium and ammunition. Chinese criminals are protected. It is estimated that in the city of Shanghai there are more than a million tons of opium smuggled in by the cunning whites every year.

The Powers have not been satisfied with peaceful exploitation. They have desired in the past to annex our land. They never deal with Chinese fairly and equally but always use force. The Shanghai affair of May 30, 1925, revealed the fact to Chinese clearly. In May 30, 1925, Chinese employees of Japanese cotton mills, in Shanghai, went out on strike, complaining of brutal treatment, low wages, long hours, and poor working conditions. Several Chinese employees were killed by the Japanese foremen. Sympathetic demonstrations took the form of peaceful parades and speeches by Chinese students and workers, on Chinese soil. The British police opened fire on the crowd only ten seconds after the order to disperse had been given in English. Massed as the people were it was impossible for them to obey the order, even if they had understood it.

Sympathetic demonstrations took the form of peaceful parades and speeches in many principal cities of China. The British policemen often fired their machine guns and rifles into the defenseless crowd. In the seaport cities where British gunboats could reach them, the blue-jackets even fired their cannons and bombarded the whole city. What right have British to interfere with police and gunboats in the attempt of Chinese to better their living conditions?

The Labor Movement

This movement is for the working class too. Where the introduction of modern industry has taken place in China, it has reduced a mass of people to the wage-earning class and thus created such destitution as was unknown to the independent rice cultivators. This is especially true in the imperialistic system of industries where most of our factories are owned and operated by foreign capitalists, and the workers are under the supervision of foreign foremen. Whenever Capitalism begins the exploitation of a new country, the old struggle has to be begun over again. With the advent of modern industry in China, all the evils of early industrialism are being repeated. Today, in China, the evils appear in the labor of children five to seven years old, the twelve-hour day, a wage scale ranging from 10 to 25 cents a day, and so forth. Low wages causes mass poverty, immorality, disease, and ignorance. I cannot express how miserably our Chinese live. Meat! Why, they never think of it! Millions of people have never tasted a square meal in their lives. Chinese people eat rice, not because they like it best, but that is all they can get. I want the world to stop laughing at the Chinaman's cotton clothes. Chinese people wear cotton clothes, not because they do not want warm wool, but the high prices and low wages prohibit its use. You Americans have obtained things that you want by specialization in manufactures. This has resulted in low costs and so made possible the satisfaction of your complex wants. We want to flood the minds of the Chinese people with these new wants, and we want to introduce modern industry to make various goods to satisfy them. Above all, in the labor movement, we aim to raise wage scales, shorten working hours, and better the working conditions, thus elevating our standard of living.

The Kuomintang

The revolutionary movements in China are carried on by the Kuomintang party, generally known as the Cantonese or nationalists government; its troops are called the Cantonese army or southern soldiers. The Kuomintang is the senior political party of China. It was founded by the late Dr. Sun Yat-Sen, the first President of the Chinese Republic, who for forty years led the party in the fight for the equality and liberty of the Chinese race. Its membership runs to several millions, including perhaps four-fifths of the Chinese intelligentia, many of whom hold office at Peking and in "yamens" of the Tuchins (Northern governors). The youths of the nation are with it.

The aims of the party are threefold: First, to drive away the war lords by force; second, to fight against imperialism and cancel the unequal treaties; third, to call a national congress. In other words, the Kuomintang party believes that China can be regenerated and united by Chinese themselves, that civil authority should be supreme, that the welfare of the people is the first duty of the state, and that foreign infringements on China's soveriegnty should be removed. Since last year's drive against Northern militarists, the Kuomintang party has conquered three-fourths of Chinese territory. Her patriotic soldiers and effective propaganda have made this possible.

The propaganda is so effective that today no man of prominence denies the recovery of China's national rights. For the above reasons I believe that among the different groups or parties; that is, the Monarchists, militarists, liberals, nationalists, Sun Yat-Senists (the Kuomintang party), Communists, and Anarchists, the Sun Yat-Senists offer the greatest possibility of solving the problems of China. In general they are on the right road to freedom, as long as they adhere to their original principles to help the farmers and workers in China. I believe the unification of China by the Kuomintang party is only a matter of time.

JIMMIE WU.

THE UNITED STATES CAN CO.

October 25, 1927.

"My dear Mr. Hapgood:

One or two interesting things happened when I was in your plant yesterday which made a deep impression upon me.

I went out to the shipping platform to look at the last car of cans which had just arrived yesterday morning and found this car still closed and sealed.

Some men were unloading the other car that had arrived a day or two before. I asked one of the men in the Shipping Department if he would open the door of the first car for me and get another man to help him take down one or two crates of cans for me to examine. This man remarked, 'Of course I can get another man to help me—that's what we are organized here for, to help each other. You will find the same spirit throughout the entire factory.'

I wish that the same spirit prevailed all the way through the organization of industry in general as is found at the plant of the Columbia Conserve Company.

Before leaving I was presented with a copy of THE COLUMBIA CAULDRON for September and October, and on my way to St. Louis read this little pamphlet through with a great deal of interest. I was struck especially by the article by Billy Hines on the co-operation between Buyer and Seller * * * ."

Cordially yours,
(Signed) H. N. MALLON.

When swords are turned into plow shares, the same old crowd will turn profits into steel shares.

EDITORIAL

"If we want a co-operative society, then, I know of no subterfuge that can relieve us of the very difficult task of making co-operative individuals."

This is taken from Jack Evans' letter to Mr. Hapgood, parts of which we have printed below, because it is, in a sense, a message to all of us.

Could anyone express more clearly the task facing the Education Department? But some of the group are quite mistaken in their belief as to how co-operative individuals are made. They seem to believe that additional knowledge, fed to them without effort on their part, will in some easy and mysterious way fill them with co-operative zeal. In this they are doubly mistaken. First, no knowledge of any kind can be acquired in that way. All knowledge that becomes a part of that individual's mental equipment must be learned by his own efforts. The teacher can only put it within his reach.

Second, they are mistaken regarding the source of the co-operative spirit. If they suppose that knowledge of co-operation and the need for it will make them co-operative; that is, unselfish in their daily contacts, they are entertaining a false hope. Such knowledge can only make one more co-operative who already has the desire in his heart.

Where, then, does this analysis of the problem of making co-operative individuals lead us? It takes us through the Education Department right back to each one of us. The Education Committee can add knowledge to a co-operative spirit and thus make it more effective. But unless that co-operative spirit, that unselfish attitude toward one's share of the "family" income, whether it be in the form of a pension or the form of salary, is in each of our hearts, knowledge will help the company not at all.

"* * * Before I turn my attention to a general view of the Columbia Conserve Company and its plan, let me discuss with you the question raised by your reference to Powers and his views on social change. I can quite well understand how Boston has driven Powers to the left; he met with some nerve-shaking experiences there. Britain and Europe, after America, have tended to drive me to the right. The recent General and Miners' strike may be seen now in far better perspective than when I was here before, and lo! what a desolation it has wrought to the whole of British Industry and particularly to the coal industry. The whole business has proven to be tremendously costly and seems to have brought with it no compensations to the men or to the owners. The more I meditate over our many social problems the more I am forced to the view that real social progress is a matter of slow, painstaking, and patient evolution. Indeed, I am tempted to believe that the use of violence in social struggles is inevitably accompanied by bad and costly reactions. Violence is inherently destructive. It is born of an impatience with the pace at which evolution proceeds and is usually employed in an attempt to defeat what may be termed untoward but inevitable circumstances.

If we want a co-operative society, then, I know of no subterfuge that can relieve us of the very difficult task of making co-operative individuals.

And that brings me to the Columbia. * * * Very naturally, since leaving Indianapolis I have given a great deal of thought to the subject of our plan and I have reached some very definite general conclusions as well as conclusions concerning particular relations within the organization.

The Columbia's great need is for men and women imbued with the co-operative spirit, but also possessed of business acumen.

The co-operative spirit is merely one which sees and acts upon the, to me, obvious truth, that co-operation in all things is the only law upon which mankind can hope to prosper. * * *

* * * Another thing I have often thought is that we must guard against the danger of interpreting the 'co-operative spirit' as meaning one wherein all kinds of practices ought to be tolerated because co-operation is believed to be a twin sister to liberty. * * *

* * * Looking at the plan from the larger field of American and world industry I am more and more impressed with the fundamentally unique and revolutionary position it holds and presents, and, providing we can continue to develop the two qualities I have before mentioned—technical and business skill and the spirit of social good—I see no possibility of our being defeated.

I am extremely glad to be associated with an organization such as the Columbia—and my experiences there convince me, as I look around and scan modern British industry, that we are absolutely on the right track towards a solution of the great social problem of modern times. * * *

Yours fraternally,

JACK."

COUNCIL NOTES

Special Meeting October 14, 1927

The meeting preceding this had been a special one called on September 15th, at noon. There were only two matters of business brought up at this noon meeting. Ollie Chambers' resignation was accepted, to take effect September 16th; and an increase in Hazel Flynn's salary was discussed, but the fact that she is an Antioch student led some to feel that further consideration should be given to the matter before any action could be taken. It was, therefore, post poned until this meeting.

The first order of business on October 14th was the motion that Hazel Flynn be placed on salary. The details of this arrangement were to be worked out later, the implication being that her salary would be paid during the five week period that she is working with us, and that she would enjoy during all that time all the privileges of the salaried person. This action is the first of its kind taken in the case of a student from Antioch and it was brought about by the exceptionally good work and co-operative spirit shown by Hazel Flynn during her stay with us.

Following this motion some one introduced the discussion of Ed Ireland. It involved two questions: First. the appointing of another janitor, and, second, a consideration of Ed Ireland's pension. To aid in determining this pension a committee was appointed to find out how Ed Ireland was financially situated.

Joe Humble was next brought up for salary, and in view of the fact that his efficiency and spirit warranted the promotion, Council included him in the salary group.

Following this there was a somewhat humorous discussion of the time-honored right accorded to members of the Columbia Conserve Company regarding the food in the ice box. After some interchange of ideas and accusations it was generally agreed that in the case of an emergency any one was privileged to take food from the ice box, but that under ordinary circumstances some special arrangement should be made if food were to be obtained from the plant.

The Educational Committee made its report regarding the new educational program. This program was accepted with the one change that a general couse on the History of Labor be given on Friday from 4:30 to 5:30 instead of on Thursday, and that it should take the place of the previous factory meeting. Lunches are to be provided free to those who attend the evening classes.

Council then took under consideration the appointment of a new shipping clerk, but no action was taken.

The final action of this meeting was a subscription by Council of $50.00 to the Indiana Retail Grocers' Association.

Regular Meeting October 21, 1927

This was one of the most instructive meetings that Council has had for some time. After the appointment of Gilbert Givan as the new shipping clerk, the committee appointed to deal with Ed Ireland's case made its report. It brought Council to the consideration of pensions in general.

The first point raised was whether Council should consider outside income as a factor in determining the size of pensions. It was pointed out that such future action was logical if Council considered the outside income of Ed Ireland. Whether he was willing to have his outside income considered or not should not influence the case.

Closely associated with this question of outside income was the more general one of needs. In the discussion of these points two attitudes toward the pension became clearly evident. The first was that the object of a pension should be to enable the person to live on approximately the same level as he had been living when working with the Company. The second attitude was that a pension was a reward embodying such factors as length of service, position held, etc.

Members of Council speaking from these different assumptions naturally reached different conclusions. The question was therefore asked of Council, "Why do we pay pensions?" No satisfactory answer was reached on this and the discussion again drifted into details and imaginary cases. The assumption of some members was that most individuals would take a selfish attitude toward the pension, and, if the pension considered needs, would neglect contributing toward own support by saving.

To bring the discussion down to facts

instead of dealing with some imaginary person, some one asked how many of the group would, as individuals, wish to take a pension from Council if they had sufficient outside income to support themselves in comfort. The obvious answer to this, though not expressed by the group, was negative, and on this basis it was suggested that a tentative vote be taken to see how many members felt that the size of the pension should depend on the need of the individual; this would include a consideration of his outside income. Second, how many felt that the size of the pension should be determined on the basis of reward entirely, which would not include outside income. Third, how many felt it should be a combination of the two. Fourth, how many were undecided.

The results of this vote were:

(A) Needs 34
(B) Reward 4
(C) Combination of the two.....11
(D) Undecided 4

Although the matter was not finally decided the discussion was one of the best the Council has ever had in clearness and good nature. It was agreed that we continue to pay Ed Ireland his present salary until we should decide the matter of pensions in general.

Duke Vaughn was appointed assistant foreman in the capping room, and it was voted that any one who thought there was a case of glaring discrepancy with regard to the salary of any person or persons of our group should bring it before our next Council meeting.

The Educational Committee reported that some had asked for a class in Civics and that this might be conducted in a class on Thursday evening. It was the sense of Council, however, that this matter had better rest until it appeared how the present program was meeting the needs.

A new chairman and secretary were appointed for the Community Fund in our organization. They were Ted Yoder, chairman and Opal Hassenzahl, secretary.

The Sales Committee made a suggestion that Council consider the appointment of one of its women members as a part of the sales force. The plan is that she canvass the housekeepers of Indianapolis for the purpose of interesting them in our products as sold under the private labels of the wholesalers. Further discussion of this was postponed until a later meeting.

Special Meeting October 28, 1927

Duke Vaughn reported to Council that the combined duties of tending the capping machine and of assistant foreman placed a greater responsibility upon him than he felt capable of handling, in view of his short experience on the capping machine. His resignation as foreman was therefore accepted. It was the sense of Council that we consider between this and the next meeting some one to recommend for training as an assistant in the capping room.

Following the decision of the last Council, that any one who thinks there is a glaring discrepancy with regard to salary should bring it before this meeting. This was the next item of business.

It was not long, however, before we found Council had not yet come to a clear decision as to what constituted a glaring discrepancy. It was therefore moved and seconded that we postpone the discussion of any glaring discrepancies until our next meeting. The motion carried. The next order of business was the problem of production. During the course of the discussion several members of the group pointed out instances where we could save time and labor. It was the sense of the group that we should all set about to study our own tasks with the purpose of improving plant efficiency. It was emphasized, as has been the case before in Council, that all suggestions, whether they can be carried out or not, would be welcomed by members of the group responsible for that work.

To carry us through our present rush in orders, it was decided that we increase our working hours from the regular nine hour day and five day week to ten hours a day five days a week, and until noon on Saturday; this is to continue until such a time as production no longer requires it.

Regular Meeting November 4, 1927

As a result of a week's consideration regarding a suitable assistant foreman in the capping room, Glen Lipferd was appointed for training in this position.

The next order of business was a continuation of the discussion of any glaring discrepancies in our salary pay roll. To clarify the minds of some as to what constituted a glaring discrepancy, it was defined as a case so noticeably out of line in comparison to others under the same circumstances that no question could exist as to its glaring qualities.

Action was taken in three cases.

Hugh Bogardus was raised to $24.00 a week, Ken Smith to $27.00, and Beulah McMechan to $22.00. Council decided that no increases were to take effect until all the cases suggested had been discussed?

The last order of business concerned an additional $50,000 life insurance on Mr. Hapgood. The report of the Insurance Committee that we take out this insurance was accepted.

"It is not what we have, but what we enjoy that makes us happy."—SPURGEON.

"You owe more than gold to him who serves you. Give him of your heart or serve him."—KAHLIL GIBRAN.

MORE ABOUT CRAIG, REED AND EMERSON

On October 26th I spent part of the morning and most of the afternoon at Campello, a suberb of Brockton, Mass., where the shoe plant of Craig, Reed & Emerson is located. Mr. Craig had promised me that if I would let him know a day or two in advance of my arrival he would get his Council together. He called them together shortly after luncheon. Their Council consists of fourteen people and there were twelve present at this meeting.

They asked me to talk to them first about our experiment, which I did in some detail. When I had finished they asked me some questions and several of them talked about their own work, not so much about what they have done with their plan, but about what they hoped to do.

Up to the present time they have dealt mainly with the less important problems of the physical conditions of the plant as they relate to the workers, but I know it is the desire of the firm that as the Council gets better posted it should handle more and more difficult problems.

I was impressed with the intelligence of the members of the Council, and I feel confident that it will not be long before they will contribute a good deal to the success of the company.

As you may remember, the workers in this plant are organized, and consequently have frequent contact with the Trade Union Movement. Two of them said that there seems to be some slight misunderstanding and jealousy on the part of some of the lesser officials of the Trade Union toward the plan, but as Mr. Craig has very wisely invited the local walking delegates to read the minutes of the meeting, and even to attend them, misunderstandings cannot long persist. If jealousy persists it will be because some narrow-minded Trade Union officials may fear that the new position of these shoe workers may endanger the jobs of these officials. Personally, I do not doubt that that will happen, but I think it will be a benefit to the Union, as well as to the industry, if, because of the growing participation of the workers in management, certain functions of the Trade Union become unnecessary. This thought was expressed by two of the shoe workers in the Council.

The outlook for business for Craig, Reed & Emerson is very promising, provided they can solve their problems of finance. I am in hopes that I can be of some assistance to them in this respect when the time comes that I have an opportunity to talk with certain groups of people who are interested in Industrial Relations.

While I was in New York City I met the man who invested the $25,000 for the benefit of the workers in the Craig, Reed & Emerson plant. I believe he is going to assist them further as he becomes more confident of their progress in self-government. He asked me many questions about our experiment and repeatedly used the words, "most inspiring," when I happened to touch on some particular thing which we had done which struck him as very different from the usual plan in industry, and very much better.

WILLIAM P. HAPGOOD.

DEPARTMENTS

Office

Since one of my chief duties is stopping at the post office for the mail, and then opening it after I arrive at the office, I naturally have an opportunity to read the letters which our customers send in to us.

I find this very interesting, indeed, because the customers write their letters in such different ways, and in so many different tones. By the tone of the letter I mean the impression it leaves on your mind when you have read it, or even while you are reading it. Some are very disagreeable to read, while others are a real pleasure.

Since we have been very rushed on orders the last few weeks we have certainly had our share of the former kind of letters, namely, disagreeable ones. We might have written what we thought was a very nice letter to a customer, explaining in the best manner possible why it would be impossible for us to make prompt shipment of his order, and urging him to anticipate his wants in advance of his needs, and he in turn would write back a not all together agreeable letter. Some of these letters have a tendency to make us want to protest against what we consider an injustice, but then that is not business etiquette. Instead, we overlook his impatience, and again try to explain the cause for the delay.

It is particularly pleasing to receive just the opposite kind of a letter from a customer who is very much sold on our products and who paints the future for private label soup as very bright indeed; it helps to sooth our ruffled nerves.

BEULAH MCMECHAN.

Finance

Unlike other industrial enterprises, the Columbia Conserve Company's main goal is much more than merely showing a profit at the end of a fiscal year, but the point of making a favorable return on the capital invested should not be overlooked or the entire experiment will inevitably fail. From a broad viewpoint, just making a profit is not enough.

There must also be a proper distribution of the profit in order that a normal undistorted financial position may be maintained.

To illustrate, there is a certain mammoth industrial organization located in northern Illinois, the name of which is favorably known throughout the Central West. For years this organization has had a nation-wide reputation for making enormous profits.

There is no doubt but that this company had actually made the money, and yet it is reported that during a certain period in one year the head of the organization was forced to the financial strongholds of Wall Street to borrow money.

Why should this have been necessary if the profits of the company were real? The profits were real enough, but the heads of the company thought that this was the end of their problem. They had failed to properly distribute the assets resulting from that net profit, and had reinvested in fixed assets in new additions to plant, additional equipment, etc.

All are very fine assets and excellent investments, but form rather poor resources with which to pay bills.

In other words, their financial position was distorted.

This is an important problem for us. Though our profits will not be invested to a large extent in fixed assets such as was described above, part will be used, as we all know, in the purchase of the outstanding common stock. To guard against the danger of inadequate liquid assets, it is wise for us to issue our payroll bonus in the form of preferred stock. This, plus the sale of new preferred stock, will afford a means of continuing our financial operations with some ease until such a time as the common stock is held in main by the employes.

The problem of making a profit, and after doing so, properly distributing this profit, is no small one, and will grow as we grow.

While some may think this point is premature, it will be a big problem when the common stock is held by the employes, and should require thought as we move ahead.

KENNETH LUCAS.

Purchase

A Day In the Purchase Department

7:00-7:15 A. M.—Sort the "shorts" which need attention immediately.

7:15—Sit at the telephone, pencil in hand, ready to call the meat market.

7:16—Telephone rings. It's the freight company speaking. The beans due at 7:30 will be half an hour late.

7:16-7:25—Leave telephone and try to explain to the kitchen why the beans will be late. Unsuccessful because I don't see the reason myself.

7:26—Back at the telephone.

7:27-7:35—Succeed in getting meat market. Check up the orders given yesterday and get prices today.

7:35-7:37—Try to get second meat market. "Line's busy."

7:37-7:45—Give up second meat market and call poultry company. Prices satisfactory; order 1,500 lbs.

7:45-7:50—Get second meat market, and in the middle of price quotations am interrupted by a farmer.

7:52-8:00—Forced to stop telephoning to talk with farmer. He wants to sell chickens, so I forgive him this time and order the other 1,500 lbs.

8:00-8:10—Try second meat market again and get all prices. Hang up; prices not as good as those of the first market.

8:11-8:15—Order 7,000 lbs. from first market.

8:15-8:30—Enter chicken and meat orders.

8:30-8:31—Try to get vegetable market. Unsuccessful. "Line's busy."

8:32-8:33—Try to get box company. "Line's busy."

8:34-8:35—Try vegetable market. "Line is still busy."

8:35-8:37—Take the chance to light my pipe.

8:37-8:45—Get vegetable market and order 30,000 lbs. of carrots in bulk, 1,500 lbs. potatoes in bags, 1,600 lbs. celery in crates, 25,000 lbs. turnips in bulk, 10,000 lbs. onions in sacks.

8:45-9:00—Listen to order repeated wrong twice, and right the last time.

9:00-9:10—Call the box company. Try to explain to them that some of the last order had faulty seams. They don't seem to be able to understand our point of view.

9:10-9:30—Listen to a catsup bottle salesman, although I have told him every five minutes we aren't packing catsup this year. I can't throw him out!

9:30—Back at the telephone.

9:30-10:00—Continuously at the telephone ordering hardware, roofing and floor cement, paint, gravel, etc.

10:00-10:05—Start talk with rice flour broker. He is here by appointment.

10:05-10:10—Telephone rings, interrupting the most important conference of the day. It's the cement company. They are sorry, but they are "out" of the kind we ordered. Make a note of this, and continue conference.

10:15-10:25—Telephone rings. This time it's the paint company. They are *very* sorry, but their last truck has broken down and could we send ours. Yes, we'll have to.

10:25—Turn to speak to broker and find he is studying the clock. This conference is limited because the broker must catch a 11:00 o'clock train.

10:26—Tell Gertrude that I am "out" to telephone calls.

10:26-10:40—Conference successfully completed.

10:40-11:00—Enter orders for 30,000 lbs. carrots, 15,000 lbs. potatoes, 1,600 lbs. celery, 25,000 lbs. turnips, 10,000 lbs. onions.

11:00—Another farmer wants to sell carrots at $35.00. We are buying them for more than $10.00 less.

11:00-11:25—Try to listen politely to his reasons for higher price.

11:25-11:30—Show him our carrots. That silences him.

11:30—Enter orders for hardware, roofing and floor cement, paint, gravel, etc.

11:45-12:15—Telephone call from railroad. They are sorry, very sorry, but our order for beef extract was put on the wrong car and sent to Louisville, Ky.

12:15-12:30—Eat lunch and discuss beef extract with Billy.

12:30-1:00—Write letters and telegrams about re-shipment of beef extract.

1:00—Time I can return. Start on shopping tour, inspecting goods for sale, placing immediate orders for the company. Buying odds and ends for individuals. From then until 6:00, same as the morning only more so.

ED. PROPER.

Printing

The Printing Department wishes to express its appreciation to the Mechanical Department for the new work table. We have already found it to be very useful.

Because all of our girls have been taken out of the department at different times during the season in order to take care of the extra work in the dining room, we find ourselves somewhat behind on our work now. Both machines are kept running continually, but we are unable to take care of orders as fast

as they come in. Now we are trying to get along with only two regular girls, whereas we need three, two to run the machines, and one to sort the labels.

We realize that the whole plant is very much handicapped by the lack of help, so we shall continue to get along with the help Miss Franz can give us from the girls in the office.

ARBUTUS SIMS.

Production

The Production Department is very busy at the present time. Non-tomato products take a good deal more skill and hard thinking by everyone. It is hard for an outsider to tell whether each one is doing his or her share in this rush period. The one to decide this is the individual himself.

Beyond this busy period there may be a slack one in the year. It will require careful planning to make our productions more uniform through the entire year. Carrying a small stock in the warehouse sufficient, when combined with the weekly production, to meet the estimated demand is one method under contemplation.

We have given a little time to time-study in the plant, and I think we have been amply repaid for the time spent. We found quite a number of motions used when a few would accomplish the same piece of work. We also found some mechanical errors which can very easily be adjusted. These evidently would not have been noticed if time-study had not been employed.

ALBERT HINES.

Mechanical and Miscellaneous

For many years I have felt there should be a change in industrial relations. It seemed to me a one-sided affair with the advantages against the men and women who toil for their daily bread. The plan that Mr. Hapgood started in 1917 has seemed to me the best solution to this difficulty. The rest of the employes at that time felt as I did, and we still feel that way. When we look at the future we are convinced that the cooperative movement is a growing one, and that more cooperatives will spring up over the country. Though this is my own conviction, I am sure the other workers in the plant will bear me out when I say that we have the best spirit of fellowship of any band of workers.

We heard in our last Cauldron of the development and growth of the Columbia Conserve Company. During this last month there has been an addition to our equipment. This addition can hardly be called a machine because it is nothing more complicated than a large chicken coop. For a number of years we used the old style of coop. We used to take the chickens out of the wagon or truck, as the case might be, and put them in a large coop. When we were ready for them we would catch them and put them in what was called the killing coop, and take them from there to the slaughter room.

The situation is quite different now, I am glad to say. We have a large space under one of the sheds enclosed by a wire fence, thus making a yard for the chickens. The trucks are now pulled up to the yard, and the chickens are released. When the day comes for them to be killed and dressed, we run them into a corner where there is a trap door which opens into a fenced alley leading to the slaughter house.

This is only a slight improvement in one of the more unusual lines of work, but every little bit helps.

If the steam pressure gets low, in spite of the fact that there is plenty of water in the boilers and good hot fires underneath, give Jack a long pole to hit the gauge with, then perhaps it will register the right pressure.

EUGENE LOBB.

Bean Sprouts

We sterilize the jars with scalding water in order to kill any germ left from the last batch which might cause fermentation. The beans are run through bean cleaning machines a couple of times or more to remove the dirt and trash that may be in them. We wipe the jars thoroughly, and then put in the stoppers in each jar. Then ten pounds of beans are weighed and put in each jar.

The next morning warm water is let in on them, varying in temperature with weather conditions. The jars are filled with water to the top. Then they are allowed to soak for about four hours. After this the stoppers are pulled out, the water drained off, and the jars are allowed to stand over night.

The next morning water is turned on them, usually warm water, depending on the weather. The colder the weather, the warmer the water, and vice versa. One has to be very careful not to give them too much water at a time. They must also be watched with great care to be sure that they do not sour. As the beans grow older, cooler water is poured over them.

I find that if we grow them forty-eight hours without any trouble they will grow safely. The one care that is constantly necessary is the temperature of the water. One thing that makes the growing of bean sprouts complicated is the fact that one treatment may be successful the first week, and quite another have to be used the second week.

If anyone thinks they can raise beans by just walking up and down and sprinkling them, they are very much mistaken.

I find this the most interesting job I have ever had, and I hope to learn a lot more about bean sprouts.

JOE HUMBLE.

Kitchen

I wonder how many of us stop to think what it is from which we get the greatest pleasure in life. What is it that gives some the courage to battle against hardships, to meet the many trials confronting them from day to day, to struggle on when it seems that everything is against them, ever fighting for what they think is honest and just? What is it that causes some to take advantage of those weaker than themselves, using the weaknesses of the other for their own personal benefit? Do you ever stop and study yourself, searching out your inner self?

From which do you get the most lasting satisfaction, from helping someone else, or helping yourself?

It is surprising sometimes how a kind word or action will help. Is it not equally true that an unkind word or action, or an unjust criticism in the form of plant gossip will hurt not only the individual, but the morale of the entire group?

HOMER SHELLEY.

Label

Much activity is being shown around the Label Department these days, especially in the northeast corner of the room where the bean picking apparatus is installed. Beans, beans, and yet more beans are needed to fill the orders coming in for chili con carne.

We are having a somewhat difficult time supplying the kitchen with the quantity and quality of pintos required for the heavy runs scheduled, since there seems to be a higher percentage of rocks and faulty beans in the pinto crop this year. Thus it is that the girls of the Label Department have had to put in quite a few hours of overtime on the bean lines these last few weeks.

However, with the Purchase Department investigating the bean supply as carefully as possible and getting us the best material available, with the added assurance that Billy is getting all the information he can obtain with a view to buying a new bean cleaner, and with the Mechanical Department working hard to complete the present bean table equipment with the conveyor belt, the cull containers, the foot-rail and the other additions planned for bean storage, we will soon have more adequate means of handling this work.

For which all members of the organization should be duly thankful since it will mean a lot of time and labor saved. We of the Label Department are watching this problem of bean picking with keen interest, and are hoping for some tangible results from these proposed new methods. We will also welcome the suggestions of new and better ways of doing the actual work of picking the beans which Mr. Evans may discover in his time and motion study of the job.

H. DOROTHEA NORD-HOLT.

Receiving

This season has been the most pleasant I have ever experienced in the Columbia Conserve Company. Our department has been better organized than before, and everyone is striving to do his part and also to co-operate with other departments.

While we were busy and crowded for room during the pack, of course we worked hard, but it was a pleasure to do so. I say it was a pleasure because of the type of people we had to help us. It seems to me that the finer the type of person we work with, the easier our tasks become. For that reason the present employment system should not be changed. It seems to me the people we have had in our department are all interested in what we are trying to do, just as interested as we ourselves. This is important, I believe, because it is character that will help us win through to the democratic principles for which our group is organized.

ELMER BURKHART.

Shipping

From the way in which orders are coming in, it looks as though busy season were just beginning instead of just over. Due to the congested condition of the warehouses, we find ourselves very much hampered, as many times we must move four or five loads in order to get the one we want. In rainy weather we are sometimes forced to hold up shipments, as we have no shelter over our loading platform, but I am sure that we will be able to hold up our end in good shape due to the spirit of cooperation among the men, and the marked improvement in cooperation between different departments.

GILBERT GIVEN.

Education

The two branches of our educational program reach toward the same goal—the understanding of our cooperative experiment.

To understand our plan, to see it as it is, we need to have a background against which to compare it. One part of the program, the "History of the Working Classes," attempts to give us this background. It begins with the work of early men, then early civilizations, and finally shows the workers of our day. The gradual change in the position of workers which this pictures, gives us the background of time. But we need more than that; many of us conceive only of our own town or state, at the most. The position of workers has not developed from so small an area, but has come from all over the world, some nations contributing more than others, but all adding a little to the movement. Our study, therefore, takes us into the development of labor in other countries than America, countries where the problems we face were in part created, and have in part been answered. This is the background of place.

Late in this development come the first organized attempts at co-operation. As we study these attempts in relation to their problems, certain principles appear which must govern co-operatives everywhere. Therefore, to understand the problems that face us, and to learn the principles with which to overcome them, we must turn to the co-operatives that have gone before.

The second branch of our program goes still deeper; it aims to develop individual minds in such a way as to enable them to comprehend and analyse this background, and to look at our problems in perspective. To do this a knowledge of our tool of expression is necessary. The very practice with this tool, so long laid aside by many of us, refreshes our whole mental attack on even problems of production technique. As we gain power with the tool, wider and wider fields of interest are opened to us, and our progress in the study of the Columbia Conserve Company in its proper background becomes more and more rapid.

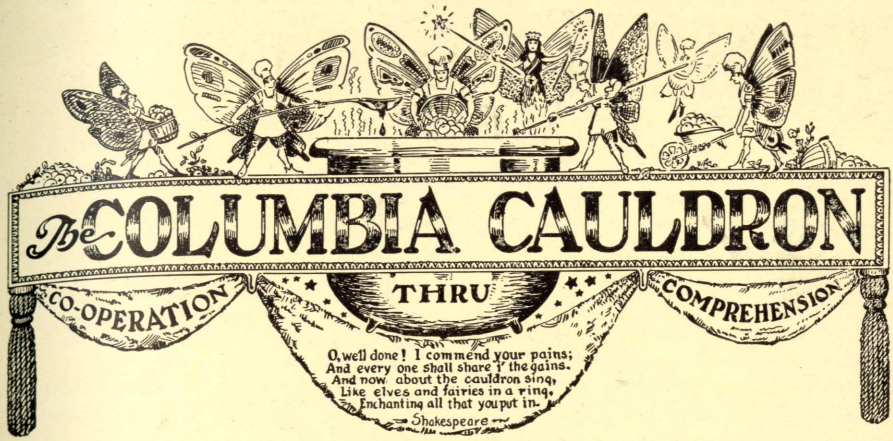
This tool is the English language. It is doubly needed as a tool with which to learn, and as a means to stimulate a desire to learn. It is largely on this last ground that the Education Committee recommended its inclusion in the education program. For many of us it is in the field of this tool of expression, English, that our mental curiosity shows itself. It is here, therefore, that we begin to learn, and in the study of English our horizon is broadened until we become intellectually curious about the laws of society which govern the success of cooperation. Thus the part of the program apparently furthest from our goal proves to be a sure road to it.

In this second branch is a study of economics—a study of the way man satisfies his wants. This stands midway between the history of labor and cooperatives, and the study of English. As with English, one reason for its inclusion is the existing intellectual curiosity in that line. As all economics points to the need of co-operation, either forced or voluntary, if the race is to live, it is obvious that this, too, leads to the understanding of our cooperative goal.

J. LEVERING EVANS.

"There is a place where spirits blend,
A place where friend finds fellowship
with friend."

"The toad beneath the harrow knows
Exactly where each tooth point goes;
The butterfly above the road
Preaches contentment to the toad."



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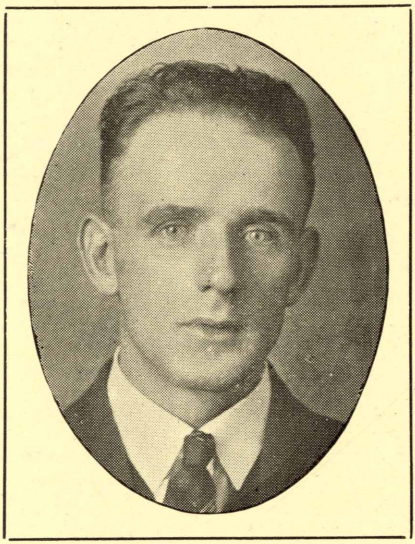

MR. ALBERT ARMSTRONG
Kitchen Foreman Of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE GOLDEN RULE HOSIERY COMPANY

A short time ago the McCallum Company, which operates a chain of hosiery mills with headquarters at Northampton, Mass., decided to drop its Providence plant.

When this announcement was made, a member of the Department of Labor suggested a plan whereby the workers in the Providence mill could incorporate and continue the business, with each employee a stockholder. The purpose of this was to prevent the dispersal of 200 skilled operatives and thus destroy a "going" business.

The plan met with success, and on December second it was announced that a group of eleven knitters, representing approximately one hundred former employees had signed an agreement to organize and incorporate the Golden Rule Hosiery Company, with a capital stock of $300,000.

The structure of the company will be similar to that of the Golden Rule Shoe Company situated at Lynn, Mass.

A Letter

A letter from Mr. Craig, of Craig, Reed & Emerson, Inc., gives the encouraging news that he has already sold some preferred stock.

He goes on to say . . . . . The council knows our whole story, and through them, the workers as a whole. They all know my own personal job of raising money and your own active participation in the same direction. They all have faith in our ability to put it over and many have expressed to me confidence in us and said, "I know you will do it." It is a wonderful thing to be working shoulder to shoulder with the workers as we are doing and to feel that you have the love and respect of practically every one of them.

I am not working for myself or even the firm any more, but for one hundred and twenty-five people who will be shortly joined by as many more and all of whom are looking to us to protect them in their jobs . . . When I come over to New York I will have so much pep and enthusiasm to transmit to you that nobody can resist us. . . .

When this thing is all cleaned up I should like to call the whole crew together and tell them the story from the day that we conceived the apparently crazy idea of getting this business up to the time we raised the last dollar. What do you think of it?

Three factories, two of them large ones, closed their doors this week, and the shoe worker who is out of work is also out of luck.

Cordially and sincerely,

(Signed) A. W. CRAIG.

"'Tis wonderful to have a giant's strength,
But tyrannous to use it like a giant."

—Shakespeare.

"A good thing to remember,
And a better thing to do;
Is work with the construction gang,
Not with the wreckin' crew."

—Maurine Hathaway.

EDITORIAL

"Jones should be paid more than Smith because he's manager; the job of manager is more important than any other." The fact that Jones is paid more cannot be challenged. It stares us in the face throughout industry. But the "should" is a horse of a different color. Why should he?

The usual answer is that given in the quotation—his job is more important. This answer can be questioned seriously. By what measure is it possible to tell the relative importance of the job to the business, not the man in the job, but the job itself? In modern industry all the jobs in a concern contribute to the total income. Obviously the fraction of that income due to the performance of any one job can not be determined with any accuracy. The only possible way to guess at the importance of any one job would be to remove the job entirely, and guess at the income that would be left.

Let us apply this test to the statement about the job of manager. The concern we assume to be a factory. If we remove the manager, leaving no one to carry on his work. what effect would that have on the total income? It would depend on various factors, but the result, it is safe to say, would be the eventual disappearance of the entire income. This seems to justify the statement that the manager's job is most important, but let us apply this test to another occupation.

If we remove the fireman, that is the job of fireman, leaving no substitute, the whole income would cease immediately.

Perhaps some are not quite convinced by that. They may ask, "Who would direct the firemen in their work if there were no managers?" But there is a similar question, "If there were no firemen, what could the managers do?"

The only possible conclusion from these questions is that both jobs, or substitutes for them, are necessary to our present industrial efficiency. The answer that the increased importance of the job of manager is sufficient reason for the difference in reward is shown to be inaccurate.

It is noticeable that we have insisted on the job, as separate from the person filling the job. There remains, therefore, a discussion of the relative importance of the individual. This we shall take up in a latter issue.

COUNCIL NOTES

November 11, 1927

At this meeting Ted Yoder, Chairman of the Community Fund, in the Columbia Conserve Company, gave an economic explanation of the purpose of this fund. Among other reasons for its existence he showed that there would always be people needing the assistance of self-supporting members of society. And that this assistance was not now being rendered by the industries with which these unemployable were associated, but by charitable organizations. Of charitable organizations the Community Fund being a coordination of separate units, he said, was efficient.

After this the discussion of glaring discrepancies was resumed, but we soon found that we did not have sufficient information on men working in the kitchen and so decided to postpone the discussion until the superintendent and foreman of the kitchen could be present.

We had been working overtime for the last couple of weeks, so that it was not hard to obtain a majority of Council giving us the week-end holiday for Thanksgiving.

It was at this meeting that Mr. Hapgood explained the need of a sales analysis in order to help us schedule our production for the coming year. He asked Council to release Levering Evans and Kenneth Smith to help the Sales Department in this work.

November 18th

Instead of again discussing the glaring discrepancies, Council decided that anyone who wished to have a person's remuneration considered as a glaring discrepancy should turn in that person's name to the Salary Key Committee. This committee was to take up these cases and bring back recommendation to Council.

It was also in this meeting that three new members were added to the Salary Key Committee, Homer Shelley, the present chairman, Amelia Cravens and Mrs. Rice.

The Production Department told Council that a ten-hour day, and five and a half day week would no longer be necessary after Thanskgiving. It was therefore decided that we go back on the nine-hour day, and five-day week beginning November 28th.

November 28th

The importance of the subjects coming before Council in these next few weeks were shown to necessitate several meetings a week, and for this reason the Education Committee decided to postpone the evening classes indefinitely.

It was at this meeting that the Salary Key Committee made its report on the glaring discrepancies. Basing its action on the previous decisions of Council relative to Beulah McMechan and Kenneth Smith, the Committee decided that in terms of money $3.00 was the lowest measure of a glaring discrepancy. The recommendations of the Committee were as follows: That Council reaffirm its judgment in promoting Kenneth Smith from $24.00 to $27.00 a week, Hugh Bogardus from $19.00 to $24.00, but that it raise the salary of Beulah McMechan from the suggested $22.00 to $24.00. That the salaries of Red Knapp, Mrs. Bills, Josie Baker be raised from $19.00 to $22.00 a week, and that Ted Yoder, Harry Hirshberger, Isaac Davis and James Cook be placed on salary at $22.00 a week. That Mrs. Steinmetz be placed on salary at $19.00 a week.

The committee suggested that Duke Vaughn, Leo Zike, Wm. Hines Jr., Gilbert Givan and John Roney be left until the application of the Salary Key.

These recommendations were accepted by Council in this meeting and the next.

December 2, 1927

The first order of business was the case of William Kalscheuer. He had been working on the farm and was recommended for salary at the factory. In view of his qualifications Council unanimously agreed to place him on salary.

Each year we make a donation of our dented goods to some organization to be used in social service. This year we decided to send some 700 cases to the Pennsylvania coal miners, at present on strike.

The time of the general educational class was changed from 4:30 on Friday to 11:00 o'clock on Wednesday.

Council partially reversed its previous decision not to employ married couples by ruling that "when one employee marries another employee, neither his nor her position be affected by the marriage status." We discussed the employment of married couples not now on the payroll, but decided to leave that bridge until we should come to it.

December 3, 1927

We are back to the Salary Key again. In the report of the Salary Key Committee a list of questions were placed before Council with the purpose of helping individuals reach a decision on principles that should govern the Salary Key.

These were discussed one at a time. The first, "Do you approve of a minimum salary?" was applied to its desirability on the "outside" as well as its existence here. After some discussion, including the economic and social benefits of such a wage bottom, Council decided unanimously in favor of a minimum salary in this company, and of its desirability elsewhere.

This led to the next question, "Do you approve of the present minimum? We approached this from the standpoint of what it ought to be, rather than our present ability to pay.

In this discussion of a proper minimum, needs were the determining factor. The single members were the ones to point out that the position of a single man at $19.00 a week, our present minimum, was far better than the position of a married man at the married minimum of $24.00.

With our minds free from other considerations than need, the matter became a question of the relation between the budgets of married and single people. As a result of testimony from the floor Council found that $9.50 in addition to the single allowance of $19.00 was necessary to enable a married man without children to live on the same standard as that enjoyed by the single worker.

December 5, 1927

Having decided what should be the

"marriage differential" at the minimum, we next turned our attention to children's allowance. Council soon found that the present $1.00 a week for each minor under 16 years was insufficient as an attempt to place the married man with one or more children on the same standard enjoyed by the single members.

As a budget was not possible the meeting decided that $2.00 would more nearly meet the expense.

This increase in the children's payroll was to take precedence over all other changes after the marriage differential.

As the one purpose of the marriage differential and the "children's payroll" is to meet the need of a family out of a single income the reason for their existence disappears when both parents are employed. This point was recognized by Council and action taken to that effect.

DEPARTMENTS

Sales

Looking back over my sales experience work the last few years nothing strikes me more strongly than the expansion of the private label soup business. In fact the situation in the whole private label soup line a few years ago was such that when you went to call upon the buyer he would meet you with a smile, and shake of the hand, but his expression would change very quickly when you told him of your interest in private label soup. He would say, "Please, Mr. ——, don't take my time and yours on private label soup. You may cause me to say something I don't want to say." But he would say, "It is the last thing I would ever go into."

Today we are packing soup for many jobbers who made this remark. His attitude has changed almost on his own accord. In fact we are not seeking new customers now at all, but are getting letters quite frequently about private label soup.

Our position now is to make the jobbers' salesmen and the retailer realize the value of private label, and thus make some effort to convince their customers. It makes me feel good to say that we are the only private label soup packers. We pack the best chicken soup ever put in a can. To support this statement we have the word of the jobber buyers, and there is no doubt, because they are a very keen bunch.

As far as I can see, or foresee, the future, nothing stands in the way of continued success to our private label soup business.

The other day while working in the plant with one of my fellow-workmen we got into a conversation and he said, "I don't understand why it is hard to sell soup." I said, "It is a long story, and there are a great many people just like you who don't understand it. You and they should remember this. Being a salesman is not all peaches and cream; our battle is not won yet by a great deal. We may have the bull by the tail but that isn't saying we can hold him. Don't think that all we have to do is sell a man our products." He replied, "Well, what else is there to it?" I said, "I will repeat just what I said, 'It is a long story'; attend Council more and you will know more about it."

My hope is that the time will come when every one who thinks we salesmen have no troubles or worries, will have the opportunity to be a salesman, then he will understand it, and believe it.

A. WALTER.

Office

In the office we meet several Waterloos. To help me I have made the following Ten Commandments. They help me resist the temptation to forget.

1. Always Answer the Telephone with a Kind and Courteous Voice.

Much trouble can be caused by not answering the telephone correctly. One must always speak slowly and distinctly, and also loudly enough to be heard. Try to give the one calling the correct information he or she wishes. Every one knows how very annoying it is to make a call and not receive the proper attention. This is especially true of business and business men, where a contract may not be signed, or an order lost by a careless telephone operator.

2. Be Sure That the Letters Are Filed Correctly.

One of the first jobs in the day is filing. Great care must be taken that each letter is put in the right place. Our files are referred to many, many times a day and sometimes much time is lost by hunting for a letter that isn't in the place it should be.

3. Be Careful in Entering Orders.

Sometimes when one is rushed it is the tendency not to erase all copies when a mistake is made. The shipping sheets go to three different departments. The original to the Shipping, first duplicate to the Label room, and second duplicate to the Printing room. When a mistake is made in the number of cases, or the name of the variety, it must either be done over or every copy erased. If a 2 is struck over a 3 maybe one department would take the letter for 2 while another would take it for 3. Care must also be taken to get the customer's name and address correctly.

4. Be Sure That Each Shipping Sheet Is Numbered and Routed Before Taking It over to the Shipping Department.

We have a double number machine. When the order is entered and routed it is given a number. A similar number is put on the shipping sheet book and opposite the number is put the name and destination of the shipping sheet. If this is not done Gilbert has to take the time to bring them back to have them finished.

5. Don't Neglect to Take Off All Back Orders.

After the shipping sheets have been invoiced they must be gone through to look for any back orders. If one is missed the shipping sheets go in the file and the customer never receives the balance of his goods. This, of course, causes complications. One must watch very closely during and right after busy season, when so many have to be backordered because at this time we are not packing very many non-tomato products.

6. Always Watch for Shipping Sheets Placed on Desk So That You Can Be Sure to Take Them Off the Book Immediately.

When the goods are shipped, the shipping sheet is sent back to the office. It is then checked off the shipping sheet book and given to Howard to extend and then passed on to Genevieve to invoice. It is our aim to invoice every shipment the same day it is shipped and that is the reason one must watch closely so there will be no delay in getting them through.

7. Put the Orders on the Kardex Carefully.

A record is made of all goods shipped to each customer. This record must be accurate, and it is so easy to make a mistake in transcribing. We have a Kardex file, just recently purchased, and it is one of the latest models. The work is quicker, easier, and more accurate now.

8. See That Miss Franz Is Always Supplied with Clean Cylinders.

Miss Franz does all her dictation on the dictaphone. The cylinders are very fragile and must be handled and shaved very carefully. Try always to keep a few clean ones in her rack at all times.

9. If Kenneth Hasn't Time to Make Out Time-Cards, Don't Forget to Do It Yourself.

A card has to be made each week for every employee to ring out and in on. These have to be finished by Thursday evening. The job generally rotates between Buelah, Kenneth, and myself, whichever one has the most time.

10. Always Be Willing to Help All Salesmen and Other Departments and Do Their Work to the Best of Your Ability.

No matter how much anyone has to do, every one in the office is willing to give help to the other. Letters are written for Mr. Herner, Kenneth Smith, and also any salesman who happens to be in. Also any odds and ends that are to be done around any office.

GERTRUDE FELTON.

Printing Room

When a new order comes into the Printing Room, we first have to go to the bin to see if we have labels enough to take care of the order. If we have the labels, we give the order back to Miss Franz so that she can "short" it to the factory. If we do not have the labels, we place the order on file to be run.

In setting up the order to run, we first look at the approval to see which type to use. The approvals are the labels on each brand which the Government has given us permission to use. The meat soup labels are the only ones which have to be approved. Every new meat soup label which comes in **must** be approved by the Government before we can use it.

After we find the size of type which it takes for the order, we "set it up" on type holders. These type holders are sticks about 8-in. in length with a slit in the center just wide enough to hold the base of the letters. Each letter has a small groove in the end. The type is slipped onto the type holder with this groove nearest to the one who is setting it up. After the type is set, we place it on the machine with the small grooves to the right hand side of the machine.

The placing of the type on the machine is very difficult for a new operator. I have found it easier to first measure the label on the drum and place clips in just about the position I think the type should go. Then I proceed to put the type on and run a label through by hand to see how it hits. If it hits right, I place the labels in the machine, turn the counter back to number 1, adjust the ink attachment so that the ink is distributed evenly on all of the printing, and the order is on its way towards completion.

After the order is run, all of the blanks and misprints have to be sorted

out and then the order is ready to be sent to the factory.

MAUDE KENNEDY.

Mechanical

The business of the world is flying. Let's get some wings and go along. We think we have a place in the field, and we hope for a greater business this year because we have a large family to support.

The subject of our general class has been, "What is the most important job?" And we have had a deal of discussion on it by some persons. We hope to come to a conclusion sooner or later.

Joe Hawkins says he doesn't know much about growing Chinese beans yet, but he has grown Kentucky Wonders nine feet long.

J. W. PASSWAITER.

Boiler Room

The boiler room of the Columbia Conserve Company contains four one hundred and fifty pound boilers, which furnish steam for the factory. This is used in cooking, to run the pump and to run the air compressors.

In the boiler room steam power is used to remove the ashes from under the furnace by means of a mechanical conveyor. It also pumps water into the boilers and, by mechanical stokers, fills the furnaces. This mechanical stoker is much easier than the old system of shoveling by hand.

JACK MARTIN.

Kitchen

As we have been very busy for several weeks it has been a great experience for the boys in the kitchen. The problem we have is to study each individual job, and to place the person in it who fits it best. We have found by doing this that the individual shows more interest and skill in his work.

Not only have we been more busy in production than usual but the production has been mainly non-tomato products. These are more difficult to run. The soups other than tomato are more interesting as well as harder to cook because we have to watch the blend of spices and the consistency of the garnish as carefully. The delicacy of this operation makes it still harder to plan the soup line far enough ahead so we won't stop the capping machines. If the capping machines stop, the whole production department is held up.

This brings us to the capping room. The importance and difficulty of properly directing this section of the kitchen is not fully realized. The operator must know how to adjust the filler properly to prevent too much garnish going into the can, and also to get uniform fill in the soup. Throughout our struggle with these problems we have one standard which is clear to everyone working in the kitchen—quality.

WILLIAM HINES.

Process Room

The processing of our soups and other varieties is necessary to preserve them, but we must also have the proper color and flavor. In striving for these a great deal of experimenting with numberless samples is necessary before deciding the necessary process for each variety. By "process" I mean the length of time the food needs to be cooked, and the amount of heat and steam pressure used.

The process tank is equipped with a gauge which records pressure up to 25 pounds and a thermometer that records heat up to 270 degrees Fahrenheit—as high a temperature as any of our cooking would require. Along with these, the tank has connected with it steam, water, air, and exhaust lines.

In processing a tank of goods, let us say No. 10 Chili Con Carne, we proceed as follows: First fill the tank with the goods. It holds three rings or 224 cans. Then put the lid down well, clamp it shut, open up the exhaust line, and turn on the steam. Let the tank remain this way for 15 minutes, or until the steam coming in forces out all the cold air through the exhaust line. Then close the line up and the heat will come in, bringing the temperature up slowly so as to heat the contents all the way through. When the temperature reaches 240 degrees, hold it there for three hours and a half, and by that time the Chili Con Carne is cooked all the way through. Cut off the steam and turn the air into the tank. This air is compressed to keep the cans from buckling. Allow to cool for 45 minutes. Take them out and they are ready to be labeled up and shipped out to the trade.

WALTER MULLEN.

The Garnish Line

In my experience with the Columbia Conserve Company I have seen quite a change in the manufacturing of soups and other products. When I first came to the company all work was done on trays except the work on Catsup. This required

much time which has since been eliminated by conveyors now in use. In the past there were no washers, and all the cans on the way to the process tanks had to be washed by the girls.

The work is now, in a sense, more interesting because we work on the conveyor between the filler and the capping machines. This means we must keep up with the filler and ahead of the capper, causing no little excitement. At times the garnish is prepared too far ahead, and is hard to handle, or the capper gets out of line. A number of other things occur which keep one awake and on the alert.

Not everyone is adapted to this work of garnisher, which means adding the vegetables to the liquid. One must have a sense of touch to judge the weight of the garnish, because the garnish is weighed in the hand. One must also watch the soup in each can to see that it has the right proportion of soup and garnish. If there is not enough soup we call the attention of the man in charge of the line. This is his responsibility, but also part of our job in attempting to cooperate and make the other fellow's work as light as possible. This work on the garnish line may seem hard for some people but for those of us who can time our movements to the rhythm and swing of the machines around us it is simple and pleasant. We just feel at home.

JOSIE BAKER.

The Bean Line

The new bean cleaner has arrived, and after several hours spent by the mechanical department in installing and adjusting it, the girls in the label room are breathing a little more easily because we feel that it means we will be able to get all the beans picked for each day's schedule without working so many hours overtime as was necessary before the machine was purchased.

Picking beans is one of the hardest jobs in the label room work. It is a very great strain on the eyes, and after picking beans steadily for three or four days it affects the nerves to such an extent that we feel that we just can't stand it any longer. But by the time we reach that stage (often before), we are put on another job.

We all prefer to pick lima beans instead of pintos because the limas being larger than pintos are not such an eye strain, and also because they are usually cleaner.

I find that we can run the beans heavier by pushing them back with one hand and picking with the other. But whether this is the best way or not will be shown when Mr. Evans completes his motion studies of picking beans. Who knows but what he may discover such an easy method that we may all learn to like the bean line?

ALICE DECKER.

Dining Room

In 1917, when we first started our democratic form of management, one of the first decisions made (after the factory committee was formed) was that we should have a dining room. Previous to that time those in our organization who did not live near enough to the plant to go home for lunch brought their lunch. They would eat it usually in the department in which they were working. Any one who has eaten cold lunches for a number of years knows that it is not the most desirable thing in the world. Our dining room was not started for the purpose of making a profit, but solely for the purpose of keeping our group in a good physical condition and for the pleasure they would derive from it.

We try in so far as we can to run about even on the cost of food but usually figure a net loss. The cost of labor and fuel is not charged. If it were, our loss would be much greater. We feel, however, that the loss in the dining room is one which is very justifiable on account of the benefit we all receive from it.

The average cost of lunch is between 20 to 25 cents. We serve soup or coffee free. If both are taken the charge of one is 2 cents. Our vegetables are usually 6 cents a serving, meat 7 cents or 8 cents. Desserts 5 cents and our good home-made pies 7 cents. We try at all times to serve as many vegetables as possible when the season for each arrives.

The cooking is done by two of our women employees who have served in that department for several years and whom we all look upon with great favor. The old saying, "The way to win a person is through the stomach." We have a number of employees who of course have some favorite dish. Dad Woods, for instance, likes navy beans and dumplings, and it is not at all unusual for him to come in the dining room and ask when his favorite dish is going to be served. We are also willing at any time to order anything special for any one of our group who might need it on account of illness.

Suggestions from anyone at any time for favorite dishes will be welcome, and if possible will be served.

ESTELLA FRANZ.

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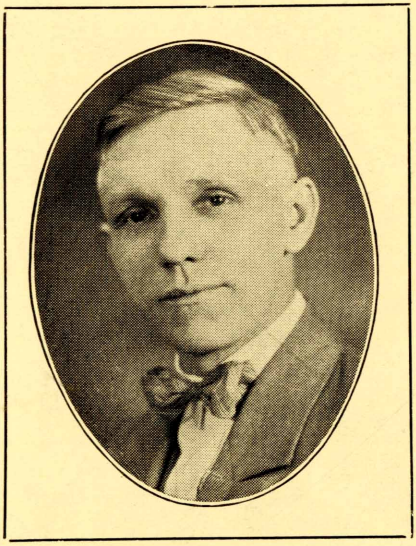

MR. FRANK BOLSER
Head of the Mechanical Dept. of
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THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

OFFSIDE PLAYS

Few marksmen ever shoot at an obscure target.

Those who need help least can get more than they ever want.

A slow train looks fast enough passing telegraph posts.

The test of the fighter comes as he gets up from the floor.

Front running also needs its share of courage.

Defeat has two lessons to victory's one.

CO-PARTNERSHIP NEAR MANCHESTER

The Manchester Guardian reported in October of last year some of the experiments in industrial relations carried out by Mr. Austin Hopkinson, M. P., in his engineering works near Manchester.

From 1920 until the time of the general strike his plant operated under a profit-sharing scheme. Incidentally, this reduced his own income to a fifth of its former amount.

In opposition to the popular demand for more democracy in industry Mr. Hopkinson opposed the democratic control of capital because it left in popular hands the decision as to what should be spent and what saved.

Ownership, he believed, was far less important than control. To illustrate the danger of popular control of capital he referred to the policies of the great trade unions—that a certain standard of living must be the first charge on industry. With reference to this policy he said that everyone knew that capital must inevitably be the first charge on industry before any standard of living for the workers could be considered.

As a result of his beliefs he kept autocratic control when he took his next step in his co-partnership experiments, and turned the ownership of the capital over to the workers. In order to insure the ownership of the capital by the whole group, he formed a trust. He himself was the only trustee for the group, which was made up of all the workers in the organization at any given time.

The net profit he decided was to be divided, 50 per cent going to increase wages, and the remainder being set aside as the capital of the trust to be used in the extension of the business.

This way of looking at industrial democracy is just the opposite of ours. True, he starts with the same statement—that democratic ownership is less important than democratic control—but his reasons are completely different from ours. The thing he wishes to avoid is what we aim to attain—industrial democracy. Mr. Hopkinson substitutes a more equal distribution of wealth for democracy.

Our belief is that democratic control, if properly instituted, is more efficient than the autocratic system. This applies to industry even more than politics because a man is likely to know a good deal more about his daily work than he does about political science. Furthermore, our experience has gone to prove that our beliefs are well founded.

Democratic control adds more to the efficiency of an organization than just in the field of management. The very fact that each worker knows he has a share in the control of the organization adds to his interest in his job. He is psychologically better adapted, and therefore more efficient.

It is for the last increase in efficiency as much as for the first that we conceive democratic control of industry to be socially desirable.

We agree with him in his belief that the control of capital by the workers is more important than its ownership, not because it is important to keep it from them, but because it is important that they have it.

COUNCIL NOTES

December 9, 1927

At this meeting Council received a telegram from Powers Hapgood thanking the company for its gift of 700 cases to the Pennsylvania Miners. The secretary was instructed to write a letter carrying our greetings to the strikers.

Following this action Council resumed its discussion of the Salary Key. The question was, "Do you believe in starting unmarried men and unmarried women at the same minimum?" This involved a review of our reasons for paying a minimum. Because our minimum is based on needs there remained only the question of which needed more, the unmarried man or the unmarried woman. After some humorous discussion Council decided that if girls needed more to dress on, boys needed more to engage in social activities, and therefore both should be started at the same minimum. The amount of the desired minimum, it will be remembered, was determined on a basis of actual budgets. It was not until the following Council meeting, on Saturday, December 10, that the budgets for people at the minimum were completed. An estimate of $20.50 per week was adopted as the desired minimum salary for single people, and the minimum for married men was put 50 per cent above the minimum for single persons, these changes were to be made as soon as we could afford it.

The first case to test our application of the principle of needs at the minimum was that of William Kalschauer, whose wife died shortly after he entered our employ, leaving him with two minor children. After a careful discussion of his case the following motion was passed by Council:

"Moved and seconded that a widow, or widower, with minor children should have someone to care for them. This expense is not covered by the children's allowance nor the minimum unmarried salary. Therefore the married man's differential should be paid to such a widow or widower, plus the children's allowance to enable him or her to care for his or her children.

"Motion carried."

December 16, 1927

This was an afternoon meeting specially called to consider the matter of Council attendance. The meetings following had such important subjects to decide that the group felt it necessary to know in advance who were coming to Council. With such knowledge, those who did attend could transact business for the group without worrying about absentees. In order to find this out Council voted that each employee turn in to the chairman a slip saying either "I shall attend" or "I shall not attend." Those who signed the first were expected to be present at every meeting when they were in good health and in the city, or else to turn in a written excuse to the chairman. Those who signed the second thereby delegated the management of the business to the others, though there was nothing to prevent them from attending any time it was possible for them to do so.

December 16, 1927 (Evening)

At the beginning of this meeting the Chairman read a letter from the University of Illinois thanking us for the services of Mr. Hapgood and Hugh Bogardus as speakers, and expressing a wish that both would return and speak to the students again.

For several weeks the question of pensions remained undecided; in this meeting the subject was further discussed. Council was unanimously in favor of considering the outside income of an individual, because the pension was to be a means of protection, rather than a reward. The group next attempted to set some measure of the amount, but this discussion was hindered by the uncertainty of how much the company could afford. Hence Council decided that in setting the amount two factors should be taken into consideration: The need as expressed by the individual, and the ability of the company to pay.

As a matter of production and business management it was decided that during dull periods at the factory volunteers from that force should go out with the regular salesmen. This might increase sales and would give the volunteers training.

December 19, 1927

Regarding Council attendance the question arose as to whether those people who signed that they would not attend Council should have the privilege of voting at such times as they did attend. The question proved more difficult than appeared at first.

If the majority who stayed away did so from lack of interest, why should they vote? What was the best way of arousing their interest, by making it a little difficult to obtain the vote or by leaving it free to all? If the greatest number not attending did so for some valid reason, and would like to attend if they could, why should they not be allowed to vote the few times they were able to attend? Would anyone attending meetings at irregular intervals be sufficiently informed on the subjects under discussion to vote? The matter was left over to another Council meeting for final action.

December 21, 1927

At this meeting we faced the question as to whether or not the company was able to finance the minimum salary for married persons. The minimum for single persons had been $19.00, and according to our decision the marriage differential should be 50 per cent of that, which would raise the married man's minimum from its present level of $24.00 to $28.50. This necessitated an estimate of our efficiency for 1928, and after a careful examination Council felt able to take that step, and it was: "Moved and seconded that on Jan. 6, 1928, the marriage differential be raised to 50 per cent of the minimum for single persons."

The next group to be considered for an increase was those at the minimum with minor children. On the basis of our examination of budgets it appeared that $1.00 a week was not sufficient to cover the needs of a minor child, but Council felt that the company was not yet in a position to make the full increase from $1.00 to $2.00, and therefore ruled that the children allowance should be $1.00 per week per child, without any limit as to the number of children up until the total income received by the worker equaled $32.50.

John Mullen:—"Don't you believe in laying by for a rainy day?'.
Billy Hines Jr.:—Sure, but not for a flood!"

"Talkers sow; listeners reap."

"Faith and love are seven-league boots that hurry us on to achievement."

"Don't look to butterflies for honey."

"To refrain from doing is often a greater task than to do."

"Why do thorns outnumber roses?"

"The envious poor have an erroneous idea of ownership. The rich realize that a man does not own his possessions—his possessions own him."

DEPARTMENTS

Sales Department

When working with wholesale grocers' salesmen we hear quite a lot of good-natured banter between the salesman and the retail grocer. On one call, after the usual exchange of pleasantries the grocer told this story:

"A certain Jewish retail grocer employed a boy of about fourteen years, who acted as delivery boy and general handy man. As the boy was a relative, the grocer was very anxious that he learn quickly, and was very much disappointed when the youth not only failed to make progress, but apparently tried to see how contrary he could be. His patience exhausted the grocer landed on

him rough shod and ended up by telling him that he was lazy, shiftless, and worthless; that he lied not only to him but the customers; that he knew that he drank, shot craps, and swore like a sailor; that he would never make a success in the grocery business or in any honorable trade or profession that he knew of and asked him if he knew where he would end up if he didn't change his ways. 'Sure I know,' retorted the lad, 'I'll be a traveling man.' "

On another call the buyer was out, so we waited for him. When the buyer came in there were five salesmen waiting. He joviallly greeted us as "the army of unemployed."

I mention the above as examples of the cleverest of the razzing that the buyers hand out to the salesmen.

They are relics of the past and call to mind the age when the salesman or "drummer," as he was popularly termed, was characterized as a fluent-talking, wisecracking, hard-drinking, easy-going individual who sold goods on friendship or by the size of his expense account rather than by his knowledge of the merchandise offered. He had no suggestions as to the display or sale of merchandise to give the dealer, and would have had heart failure if asked to collect a bill from a customer. This type of drummer functioned in an era when competition was not so keen as now; when merchandise was sold at a larger profit and when the expense of doing business was much less, not only for the manufacturer, but all the way down the line to the retailer. Keener competition developed and cut the retailer's profit, and this in time was reflected back up the natural channel of marketing merchandise until it reached the manufacturer.

Occasional wide-awake retailers would hit upon new stunts in display and selling. An alert salesman from a jobbing house would catch the idea and pass it on to other retailers. It would eventually come to the attention of the manufacturer either through his salesmen or brokers and he in turn would pass it on to other jobbers, who, through their salesmen, would pass it to other retailers.

Naturally, the buyer came, more and more to rely on the advice and suggestions of the salesman who had helped him, and to regard this salesman as a counsellor as well as a salesman. The competitive salesmen had to improve their technique or lose out in that territory. Thus it developed into a sort of salesmen's competitive educational contest. And today the really successful salesman must not only know his merchandise but his competitors' merchandise as well. He must also know the buyers' problems and be able to give helpful suggestions.

Buyers, today, realize that the salesman is their logical source of information; that his training and his wide contact with other buyers gives him information and experience that the buyer can not otherwise acquire. And, while the jobbers seldom overlook an opportunity to josh him by crediting him with some of the shortcomings attributed to his pioneer (the drummer), they are in a better position than most any other class are to appreciate the salesman and his problems.

Manufacturers of nationally-distributed merchandise have long since realized the importance of sending out only thoroughly trained representatives and have inaugurated sales meetings and training schools for salesmen. In these groups the salesmen are not only thoroughly schooled on the merits of the products of the firm, but are given a thorough training in selling methods, so that all salesmen from a firm use the same general plan of salesmanship.

Great stress is laid on the importance of passing on to the buyer the latest merchandising methods, for which the firm is ever on the lookout. Salesmen are encouraged to devise new sales stunts and to report anything novel that any buyer has evolved.

We of the Columbia Conserve Co., while we have been able to spur the buyer on by recitals of what customers in other sections of the country were doing, have worked more or less as our individual taste directed. During 1927 we hit upon several methods which resulted in a more concerted plan of action and at the December sales meeting took our first whirl at sales analysis, which is a long stride in the right direction.

Leo Tearney.

Office

Several months ago the office girls started a clean-up campaign in the office. Donning overalls, securing step-ladders, wash cloths, and buckets of hot water with so much soap powder in it that we almost choked whenever we doused the cloths in and out of the water, we attacked the windows. Before our first day of window cleaning was over, however, we had lost much of our enthusiasm for cleanliness. We never got quite through with our cleaning, and perhaps the contrast between the cleaned and uncleaned windows was too much for some—hence, the new clean-up campaign was started. Now the whole mechanical department is at work refinishing the walls and ceiling. The office wishes this second clean-up venture a **complete** success.

Opal Hassenzahl.

Printing Room

I will give the Printing Department a rest this month and endeavor to write of something which is of interest to everyone, I think, at this time.

When I came back from my vacation, the thing which seemed to be uppermost in the minds of everyone, was the discussion concerning the handing in of the slips of paper which read: "I shall attend Council meeting," and "I shall not attend Council meeting."

I have not been attending Council meeting for the past few months because of a night course which takes up three nights a week of my time. It is therefore, rather hard for me to keep in touch with Council business.

It seemed to me there were two main opinions expressed as follows: (1) If I hand in the slip reading, "I shall attend Council meetings," and for any reason I feel that I cannot attend a meeting I shall have to hand in an excuse. (2) If I hand in the slip reading, "I shall not attend Council meetings, I may lose my job sooner or later because the conclusion which will be drawn is, that I am not interested in Council work. This latter opinion may not be true, but it was expressed quite freely on the floor of the factory.

It is my opinion, that, if a person stays away from Council, he should not be compelled to give an excuse. If the Council meetings were held during our regular working hours, I would feel very differently about it, but as Council attendance is not supposed to be compulsory, I see no reason for giving an excuse for non-attendance. Each worker should be his own judge as to how his time should be spent outside of working hours, so that the plant, as well as the individual, will derive the most benefit from it.

Genevieve Cain.

Dining Room

On Monday morning when we go into the kitchen, the first thing we have to do is answer the question: "What are we going to cook today?" On all other days our meals are planned at least one day in advance. We try to plan our menu so that we will have a variety of good wholesome food.

I think the whole group looks forward to Tuesday and Thursday, which are known throughout the plant as "pie days." We make our own pies, butterscotch being the favorite.

When the noon whistle blows, the whole meal is on the counter, ready to be served to the sixty or seventy employees who buy their lunch. If they are prompt in choosing their food, we can serve this number in about twelve minutes. During busy season when the force is large the serving requires from twenty-five to thirty minutes.

We spend the aftenoon washing dishes and preparing vegetables for the following day.

Gertrude Roberts.

Mechanical

Well, folks, we are beginning another year. Let us all put our shoulders to the wheel and make it the banner year in Columbia history.

Since our last edition went to press, we have installed a new can sterilizer for six-ounce, two-pound and three-pound cans, which saves a great deal of time when compared with the old method.

R. S. Colter.

Note: Dick says he is a better reader than a writer.—Ed.

Also Note: I knew him when he couldn't do either; but boys how he could sing.—Printer.

Kitchen

We are leaving the old year behind and beginning the new year. Let us hope that 1928 will bring as great an improvement over the old year as 1927 did over 1926. I, for one, have seen a great improvement in 1927, especially in the kitchen. I believe we have not only learned more about manufacturing soup, but have also learned to understand each of our fellow workers to a greater degree, which has helped us to co-operate better. Through better co-operation, we not only will increase production, but we will also increase the quality of our goods.

The kitchen is the starting point, and if we fail in quantity or quality there, the rest of the plant can not make up for that failure. Therefore, it is up to us, who work in the kitchen, to see to it that the maximum quantity and quality is reached at the minimum cost. It is also up to us to co-operate with other departments, that they may be better able to carry on towards our goal which is—Success.

Leo Zike.

Label Department

Oh, boy! what a joy to pick "Pinto Beans" now with our new machine that has just been installed! We can pick on an average of three to four times as many beans as before. And one other advantage for us girls is that Mr. Hines and Mr. Armstrong haven't brought up from the kitchen any rocks that they have found in the beans, since our new machine has been in operation. The rocks not being found in the beans any more, sure takes a burden off of everybody's mind, and especially Dorothea's. This has been a worry to her for a long time.

This year I think we have experienced two busy seasons. We all like to be up and going at all times. More orders mean more work and more money to run the business. We have had a hard time this last rush, of about one month, supplying girls for the kitchen and still trying to pick beans for the next day's run, to operate the labeling machine in order to get the rush orders and car orders out by the time they are supposed to be shipped. We wouldn't any more than get started on the labeling machine with a full line of girls, when we would see Mrs. Davenport coming towards Dorothea's desk. We would all hold our breath, because we knew what she wanted. Then we would be short a girl or two, but you couldn't stop us; we would keep on labeling with Chloe's and Dorothea's help.

I would like to say a word for our minor girls too. They have shown a splendid attitude towards their work and to the group they work with by their co-operation with each and every one of us. I know they are gaining a great deal of knowledge which will help them in many ways, from the education which is being given to them one hour a day.

By the co-operation of each department and every employee, the work is being done under a smooth system and done right, and without everyone's rushing here and there for this and that. The old saying, "A house divided against itself cannot stand," is taken to heart in our case in that everyone is working towards the one goal of building and bettering our work, throughout the Columbia Conserve Company.

Eula Faye Toon.

Hand Labeling

In thinking over all the different kinds of work which I have performed since coming to the Columbia Conserve Company, I believe that hand labeling on the number ten line appeals to me most. The reason I prefer the work on this line is because it is very interesting to study the different methods that can be used in labeling. It is also interesting to see how quickly cans can be labeled.

The first thing we do is to get the cans stacked on the table, then we are given the labels for the order we are to do. There are two girls at a table. One girl pastes and folds the labels while the other girl places the labels on the cans. The cans are then placed on a belt which carries them down to the end, where a girl then places them in a case, and sends them farther down the line to a man who seals them and places them on a flat which is taken to the shipping room.

In my experience in hand labeling, I have tried to think of a way whereby more cans can be labeled per minute. One way by which we save time, is by letting one girl paste and another girl label. It is obvious that if more time could be spent on this subject we might be able to devise some means by which we could lower the cost of production, which I hope we will be able to do before long.

Ruth Lohman.

Carrots

Carrots are a very important part of our vegetable soup, because of their flavor and food qualities. They are brought into the factory in trucks and by the car-load. They are peeled by peeling machines, then emptied onto trays. One new peeler has been added this season.

When from eight to ten women work on carrots, they can clean and get ready for the dicer from fifteen to twenty barrels a day. The dicer is fed by one of the women.

The carrots have averaged better this year than previous years, and with very little waste.

The carrots are kept in brine, which is prepared by Dad Woods, he also stores them for future use. He has stored over seven hundred barrels of carrots and two hundred and sixty barrels of turnips, which have been prepared this season.

Mrs. Pavey.

The Can Chute

My experience on the can chute has been a very interesting one during the past three years. From my work in the capping room I knew the can chute was closely connected with that department, and I also knew from a cost report which Bert Hines gave me one morning, what it would mean if the can chute kept the capping room girls idle for one minute. I have always had that little cost report in my mind, regardless of where I have been working and I know it has always helped me to keep busy and I also try to keep others busy whenever it is possible.

In considering my experience of feeding three No. 1 machines, all I have to say is that it can be done if you put your mind to it, but, of course, it takes practice. I used to think I would not be able to keep one machine going, but I am always willing to try anything once, if by so doing I can help keep the cost from becoming too high.

Some time ago I noticed that it took two girls on the can chute to keep three lines running, and after giving it some thought, I felt convinced that one girl could do it if she had enough confidence in herself. I asked Dorothy Nord-Holt if she would let me try it one day and she thought it couldn't be done. I know it can be done by two different girls in our employ but it will keep them busy every minute, but that, after all, is only what we expect of all employees.

George Gregory.

Education

There is always the problem facing any educational project as to what particular means of stimulating thought will be most effective in the given situation. In the search of students and teachers for a solution several general principles have been formed. One of these states that, in general, the nearer the subject matter can be related to the life of the student, the more stimulating it will be. The desire for knowledge arises from the necessity of answering actual problems. So, when about a month ago the education committee decided to relate closely the subject matter of the general class to the problem uppermost in the minds of the group, it was taking advantage of discoveries in the field of education.

Council has been in the midst of a most perplexing problem—what should be the principles governing the payment of salaries in our company? Accordingly, the education committee devoted the general class to an analysis and free discussion of the present wage system. Divorced as this subject was from personal fears, it encouraged a detached point of view. Yet its close connection with our immediate problem gave it a vital interest to each member of the group.

The results have been highly satisfactory from the point of view of our education and of what principles should govern the payment of wages by giving us at least a partial understanding of the present system.

J. Levering Evans.

"Though we resent illness, how seldom we relish health."

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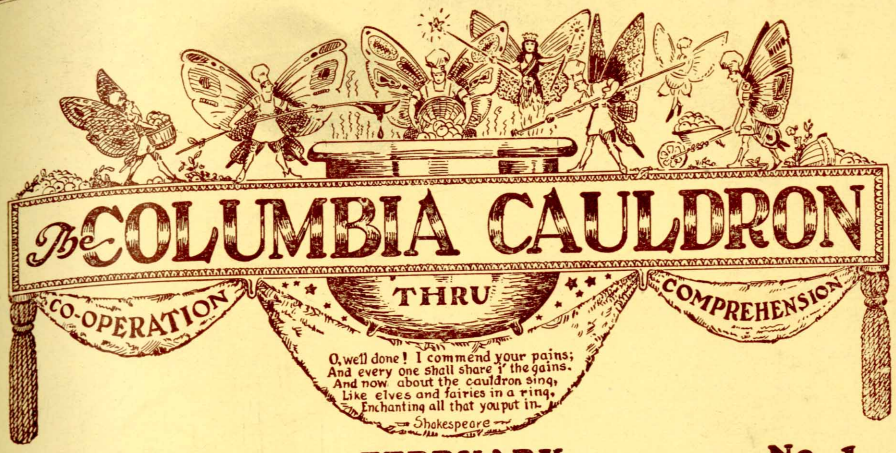

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 2 **FEBRUARY** **No. 1**

MRS. BELLE DAVENPORT
Forelady of the Kitchen of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE FIRST BIRTHDAY

Greetings and Best Wishes to us all! With this issue "The Cauldron" completes its first and enters into its second year of existence!

Looking through the pages of our first twelve months of journalistic enterprise in an attempt to summarize the accomplishments and growth, if any, of the magazine the following mental wonderings came to mind.

Wonder if there is any lasting value as a source of historical information contained in the "Cauldron" files? If so, are we, as individuals in the Columbia family group, fully aware of our share of responsibility in the making of that history?

Wonder if the paper plays any appreciable part as an educative factor in our mental development as a whole? Do the contributions printed help us to more clearly understand some of the problems we have to struggle with from day to day? Does seeing a resume of Council proceedings in print keep us better posted on what's happening? Are the editorials making it easier to understand and relate problems of production and human relations? Do the articles which various members of our group contribute from time to time add an element of human interest as well as help to train, and to stimulate individuals to express their thoughts in writing so that we may all share in them? Do the news items about other co-operative concerns furnish us with any better notion of our own part in the world of social progress and give us an added incentive and courage to face our task of trying to help build a better social order in industry?

Wonder how many of us know that the "Cauldron" now has a mailing list of ninety-seven persons, which includes many prominent social thinkers. That it goes into nearly every state in the Union as well as to Wales, England and to China? That it is often sent in response to written requests for company literature, made by college students and social workers mostly, with an occasional query from some other industrial organization?

Wonder if any of our readers ever think of constructive criticisms and helpful suggestions for the "Cauldron" which might prove very beneficial to us in our effort to make the best possible use of this instrument for spreading news? Surely they must!! But why don't they send them in to the Editor or to the Education Committee which happens to serve as our Editorial Staff? And in that connection, how is it we don't receive more volunteer contributions for the paper—either from members of the organization or from interested persons on the outside?

Gee—we'll bet more folks would probably take the time and trouble to do both those very essential things (i. e., contribute articles voluntarily, and give us the benefit of their honest criticisms and suggestions) more freely if they realized how delighted and relieved they would make the Editor and his staff feel by so doing!!

So—on this, our first, anniversary—may we look back in retrospect on the year's activities. As we note any growth or change in the make-up and development of the paper may we each be reminded of the goal we set for ourselves in this endeavor! "To stimulate intelligent thought in order to produce the necessary intelligent action whenever oc-

casion demands." "An effort, by means of the printed word, to keep before us the goal towards which we strive—and to do our best to point the way the road leads." "Everyone can help, everyone is expected to help—for ours is a "co-operative paper." These excerpts, taken from the first issue of the 'Cauldron' together with the journal's slogan—"Co-operation Through Comprehension"—sum up briefly our aim!

Are we meeting our own challenge to ourselves? Have we accepted our individual shares in the responsibility for making our paper an increasingly more worth-while part of our existence? We wonder?! So—let's all check up on ourselves and see. And then let's resolve to do our collective and individual best to improve on ourselves whenever and wherever possible so that we may keep on growing better'n better!

H. Dorothea Nord-Holt.

WORDS OF WISE MEN

Now let us think the eternal power, convinc'd
That heaven but tries our virtues by afflictions:
That oft the clouds which wrap the present hour
Serve but to brighten all our future days.—John Brown.

**Wise men ne'er sit and wail their loss,
But cheerily seek how to redress their harms.**—Shakespeare.

'Tis with our judgments as our watches, none
Go just alike, yet each believes his own.
—Pope.

Youth comes but once in a lifetime.—Longfellow.

They that on glorious ancestors enlarge,
Produce their debt instead of their discharge.—Young.

EDITORIAL

A Message from Mr. Hapgood

I am quoting from Gandhi's description of self government:*

"But I have also come to the conclusion that self-expression and self-government are not things which may be either taken from us by anybody or which can be given us by anybody. It is quite true that if those who happen to hold our destinies, or seem to hold our destinies in their hands, are favorably disposed, are sympathetic, understand our aspirations, no doubt it is then easier for us to expand. But, after all, self-government depends entirely upon our own internal strength, upon our ability to fight against the heaviest odds. Indeed, self-government which does not require that continuous striving to attain it and to sustain it is not worth while the name. I have therefore endeavored to show both in word and in deed, that political self-government, and therefore it is to be attained by precisely the same means that are required for individual self-government, or self-rule."

This is a definition of Democracy which must be driven home more and more, that self-government begins with the individual and that the group can not govern itself effectively until the individuals who compose it have disciplined themselves, have learned to tell the truth, to be sympathetic and trustful of others, to practice non-violence, that is, not to attempt the control of others by any form of force.

"To truly cultivate is to enable one's mind to use its own force rather than to stuff it with the achievements of others."

"He labors who would have a beautiful Garden. So must he who would have a beautiful Life."

*From "Young India," Dec. 1, 1927, p. 402-403.

THE SILK GUILD, INC.

We are glad to do as Mr. Hapgood requests and send to the Cauldron a simple account of our adventure to date, since the Columbia Conserve Co. has been the main inspiration and guide of our co-operative endeavor.

Three of us working in silk met together six years ago and from then on, at intervals, to consider a wild dream—the possibility of running a co-operative mill. From the start we felt that the highly competitive nature of the silk industry required that the undertaking should have the character of a movement, and gradually draw in other mills. So we mulled over a set of economic principles and a scheme of government with this in mind. But not until we heard of your factory and met Mr. Wm. P. Hapgood, did we find the democratic basis that we were seeking. Next steps came more rapidly. The trio found that they had among themselves capital sufficient to swing the enterprise and the necessary knowledge of silk mill management. Then they gathered together a group of skilled craft workers, whose co-operative spirit, due to the discipline of unselfish Union activity, could be relied upon.

We organized in the Fall of 1926, and promptly the By-Laws Committee got to work modeling the government of the mill on the plan of the Columbia Conserve Co. and including the set of principles already partly worked up into shape. This was a matter of months, and meanwhile a legal committee had selected a lawyer who was in a turmoil over such a radical departure from corporate procedure. Due to his illness we later changed to a second lawyer and he again found the problem knotty. He advised against our incorporating under the state co-operative law and suggested instead the usual corporate form with a special legal agreement to include the democratic co-operative features. We are like you governed by a Council, but our Board of Directors **functions** by endorsing all action taken at each meeting. Our Council is an ever-enlarging body of workers who have been in the mill for at least six months, and they automatically go on the Board of Directors after a year's experience as Council members of the Guild. At this time also other committees were at work collecting data in regard to prices of machinery and supplies, and hunting a suitable floor-space.

Finally in June of 1927 we took out incorporation papers, and immediately placed our order for looms. Then we selected our mill, paid the July rent, and set our Director and his assistant, the loom-fixer, to work as a purchasing committee, to assemble the machinery and supplies. During this time we discovered an experienced salesman who agreed to handle the output of our mill and who suggested that we manufacture high-grade slipper satins and coat linings. The installing of power and having it O-Kayed by the city was a long and wearisome affair; also a two months' wait for the looms. When in middle September we at last heard the first machine begin to pound, those of us who by now had been taken on for preliminary work, executed a war-dance of relieved delight. One by one the rest of the workers were drawn from former jobs as The Silk Guild, Inc., got under way, until at last we were a completed working force consisting of six weavers, two winders, a warper, a quiller, a picker, a loom-fixer and a director.

We think it's time now to pause and describe our silk mill to the canning workers. The plant consists of twenty looms, one warping mill, one quilling and three winding frames. The machinery is all new—the best of its kind—and is run entirely by electricity—"motor-driven." That means no belts and shafting above our heads. When the silk comes into the mill it goes to the winders, who run it from skeins to bobbins. Some bobbins go to the quiller, who makes quills for the weavers' shuttles, and some to the warper, who prepares the length-wise threads—the warp. His warps are

run on beams which are set in the weavers' looms, and the "broad silk" is then woven with the crosswise threads of the quills—the "filling" as it is now called instead of "woof." There are other small crafts such as entering, twisting, picking, etc., but the above are the main ones, though the rest are highly skilled, too. On this class of goods each weaver handles two looms and uses cotton thread instead of silk for his quills.

We have had some difficulties—the many long delays caused us to miss an early Fall market, and with trade at a standstill in December, because of shoe exhibits, we had to close down for a couple of weeks before the holidays. Now we are again piling up our silk "pieces" (60 yards) in expectation of the usual brisk trade at this season. Another difficulty is that with the dullness of trade we have not been able to get all our twenty looms running so that the overhead figures nigh. Then there is the difficulty of functioning harmoniously together as a group, and this is where Mr. Hapgood is a great help to us. He has shown us plainly how the new co-operative idea of the one group-mind replaces the old forms of control.

We all however thoroughly enjoy meeting in Council at five o'clock to discuss the mill matters that formerly we mere "hands" like you knew nothing about. We often stay till 7 p. m. and forget the dinners which wait for us in our respective homes. We do not yet have a mill supper as you. So far as pay is concerned we are still on wages, taking as a basis the current craft rates. We are on the standard Union 8 hour day and 44 hour week. We want to put ourselves on salary as soon as possible. There are eight charter Council members now and five or six workers more who will be invited to join later.

We do enjoy this intelligent way of working together. Each craft consults with the next as the work slides along and our director is busy with dissecting new samples of weaves, calculating costs, ordering material, and sending off our finished goods. We have already been complimented on our fine workmanship. We enjoy other things, too. The comforts of soap and towels and clean toilets are rare in silk mills today, and we appreciate being able to be human in this small way. But especially do we enjoy the fact that we are not pushed and harried and driven in this highly speeded up industry. The result is we set ourselves to a full day's careful conscientious work, with a sense of well-being never known before. Everybody works with a will, even those not yet belonging to us as members. Surely group responsibility is sensible and right.

Two special features of our industry you may like to know about. We have a beautiful product, and silk mills often glow with color, but our trade is deafening—we talk into each other's ears because of the pound of the shuttles, etc.

Our great need at the present time is to establish our turnover on a sound and if possible somewhere near steady basis. Of course, also a growing understanding of what we are really trying to do, and a vision of our relation to the vexing problems that beset mankind everywhere, so that we may stand ready to further the progress of social justice and of an enlightened and intelligent economic order.

We silk workers send greeting to you all, and are greatly interested in your social efforts.

Cordially yours,
Louisa Kimball.

COUNCIL NOTES

January 7, 1928

At the first meeting of the year Council considered a new way of utilizing our workers during dull periods. The sales committee suggested that some of our women employees might work under the direction of local wholesalers and do house to house demonstration work on our soups. The details had not been fully worked out, but Council decided that volunteers for the work would be interviewed by a committee and three chosen for the work.

For some time the finance department had been uncertain as to the exact implications of a Council ruling pertaining to the payment of wage workers, so the education committee was delegated to reword it. As finally adopted the provisions are, "That wage workers be paid by the hour; that for every full day's work they be guaranteed pay for ten hours; that for every full week's work they be guaranteed pay for fifty hours; and that they be not paid for more than fifty hours for a week unless they work more than fifty hours." The purpose of this is clear—that wage workers be protected against loss of work through shut downs or other irregularities outside their control.

For some of us the action Council took regarding those signing "I shall not attend Council" was extremely important because it dealt with the question of what relation to the group those who did not attend Council regularly would have. The ruling was that anyone signing "I shall not attend Council" must attend three consecutive meetings before he could vote.

Although this was not meant as a penalty, there were some who felt it as such. On the one side were those who said that the right of sharing in the management of the company demanded regular Council attendance. On the other, were those who felt that the privilege should be given to all, whether or not they would or could attend regularly. In either case the spirit of friendliness and unity throughout the group was the aim, but the methods suggested were different.

It is too early to judge the effect of the ruling but the immediate result of the discussion has been an increase in Council attendance of those signing "I shall," and also of those signing "I shall not." This has made possible the unusual sight of certain attending Council members being disqualified from voting.

January 20, 1928

At this meeting the Salary Key Committee presented its plans for the coming weeks. First in these was the suggestion that Council devote the special Friday night meetings exclusively to the Salary Key, but allowing emergency business to be brought up as the occasion demanded. The purpose of this was to add clarity and speed to our thinking by unifying the subject matter. With the same end in view the discussion of other "old business" was reserved for regular meetings.

Pursuing this idea of improving the effectiveness of Council thinking the education committee recommended that a committee be appointed to aid the chairman in drawing up an agenda for the next meeting. This was to be limited to subjects which might conceivably be handled in one evening, after allowing sufficient time for business from the floor. The order of subjects on the agenda was to be subject to approval by Council.

After discussion on the plan, Council appointed two assistants to the chairman for this purpose. The agenda is to be posted a week in advance, and the implications of the more complicated subjects outlined. This is to further aid in preparation for the "production" set for Council's next meeting.

Special Meeting Jan. 27, 1928

The main business of this meeting was the discussion of four questions asked by the Salary Key Committee.

The first of these read, "Do you believe different degrees of efficiency above the minimum should be paid for differently?"

Various members of Council pointed out the implications of the question. If Council did not pay for efficiency there were only two other bases of payment; one, equal pay without regard to either efficiency or needs, and the other payment according to needs. It was readily admitted that equal pay had nothing more than arithmetic in its favor. And this left the question as to whether Council wished to pay entirely on the basis of needs, within the limits of our

minimum (which covers minimum comforts) and our maximum, or whether it would pay according to efficiency, within the same limits.

It was pointed out that if we were to pay for needs, two degrees of co-operation were necessary: First, that we be willing to give according to our ability, while receiving only according to our needs; second, that each be willihg to accept the needs of his associates as estimated by themselves. This second was acknowledged to be harder than the first. In answer to this question Council answered by a vote of 49 in favor of paying according to efficiency, 3 opposed, and 3 undecided. Council frankly admitted that it was not yet co-operative enough.

The significance of this action is discussed elsewhere in this issue. Foreseeing the action Council took on the above question the Salary Key Committe asked, "If so, do you believe in measuring efficiency in any job by the difficulty of the work, the time and intelligence and physical dexterity required to learn it?" This measuring stick of the efficiency of an individual by the difficulty of his work was adopted unanmiously by Council. And then that body was asked whether the same "measuring stick" should be applied to women's jobs as to men's. The vote in this case was 40 to 1 in the affirmative. This completed the business of the meeting, the fourth question being left over for discussion on February 10th.

February 3, 1928

The first order of business was the consideration of Ivan Miles' case. His illness, it was pointed out, unfitted him for work in the shipping room. After much discussion, he was placed under Albert Hines to do general work and to help Mrs. Carlisle in cleaning up the office and dining room.

The date of this meeting covered the interval between the shifts of the Antioch boys. This stimulated a discussion of their work. It became increasingly clear that neither was doing a full man's work. In one case Council was divided as to whether this failure was due to physical inability or to lack of interest; in the other it was the general opinion that the student was genuinely interested but unable to carry the load.

As both had been "under observation" during their last five week periods, they were released.

A wage worker was next reproved for lack of proper sanitation, and his case left over until the discussion of all wage workers, which is the next item of general business.

The Health Committee reported that Albert Armstrong was improving in health, but that the doctor advised against his return. It was Council's wish that he remain away until he should be completely recovered.

"A taste for reading ensures pleasurable gratification for all the listless unoccupied hours of life."

"A wise man will not argue tho he can; a fool cannot tho he will."

PAYMENT ACCORDING TO NEEDS

It has been expressed in Council a number of times within the last six months that the ideal method of payment for a person's work in a cooperative, democratic society is payment according to one's needs, regardless of his productivity or in other words "from each according to his ability to each according to his needs. But always when the principle of payment according to needs, which is also known as the principle of equity, is suggested as the basis for payment, the ones making such a statement always hasten to add that we are not yet able to adopt such a principle in the Columbia Conserve Company.

At the meeting of Council a short time ago in which we discussed some of the elemental principles of the Salary Key we were asked to decide whether or not we thought we were able or ready to

adopt the principle of equity or whether we wished to pay differently for differences of efficiency above the minimum. Council's decision was almost unanimous in favor of the latter, or in paying for different degrees of efficiency, differently. Thus in an emphatic way it was reiterated that we were not yet able or ready to pay people on the basis of their needs.

Now the question is, why did Council make such a decision? If we are to be fair with ourselves, and also ensure progress, we must answer this question quite frankly and fearlessly. As I have indicated above the usual answer to this question is that "we are not able." But what do we mean when we say, "we are not able"? Do we mean that we are not able financially or are we unable for other reasons? With our recent discussions of this question I have come to feel very much that the real reason why we are still unable to pay according to the principle of equity, is because we are not yet co-operative enough. When I say that we are not yet co-operative enough I mean that we have not as yet come to feel that the ideal thing is the only practical thing, at least we have not come to the place where we feel this so strongly that we are willing if need be to undergo many hardships in order to make the ideal a reality. As I said in my opening sentence, it is admitted by many that the ideal thing to do would be to determine a man's pay on the basis of his needs, and yet we keep on saying that it isn't practicable.

The question with which we are now faced is, why is the ideal not practicable? The answer is, I think, that we have not conquered our selfishness. We are not, in other words, willing to go the whole way in putting the welfare of the group ahead of our own real or imaginary welfare. I suggest imaginary welfare because I do not believe that the welfare of the whole group will conflict with the highest welfare of each individual in the group, therefore, what we may at one time consider as our real welfare at another time we may look upon as only imagined welfare.

If we could so arrange the circumstances that we could just live for three weeks or three months trying out what we think to be the ideal we would find that some of the things which we had thought we would need were not necessary for our well-being at all.

But some will say, "I am willing to go the whole way, while there are others and perhaps they may be in the majority, who would not play the game. They would take advantage of the good thing and that would not be fair." As a matter of fact, some would take advantage of a good thing and be unfair, but the number who would do this is much smaller than most of us realize and in the long run even those who played unfair would come to see that they were hurting themselves more than anyone else and therefore they would begin to play the game right and according to the rules.

"But"—some one else will say, "I have to look out for the future. I cannot become a party to such a scheme without having to give up too much." All I want to know is what do you mean when you say, "I would have to give up too much?" Obviously each person will have to determine for himself what it is he considers of too great value to give up for the sake of making an ideal a reality. I cannot in my own mind see how anything that prevents the ideal from becoming a reality can be of more worth than that which will make the ideal a reality. Can anything, in other words, that defeats our achievement of an ideal be worth more than the ideal?

Then some one will say: "I have a very important responsibility to consider. I have a wife and family, I must provide for them. I can only say, in reply to this statement, that you must again determine whether physical things, or the inspiration of a splendid character which has been built by living fearlessly and enthusiastically for the highest and best are of more value, then act accordingly.

Some one else will say, "But don't rush us." This is a fair statement and demands a fair answer. Surely we must not adopt such a plan if we are not ready for it. But let us not commit the error of "kidding" ourselves that the reason why we do not accept the ideal is that we are not able to, but rather face the fact that we just are not willing to accept the ideal and its implications.

If we are sincere not only will we say that the reason we have not adopted the ideal is because we are not yet willing, but we will add with emphasis that we will welcome any stimulus which will create in us a greater desire to make our ideals real. This means that we will never be satisfied with any second best plan. THEODORE O. YODER.

THE CAN CHUTE

I fumbled among the smooth surfaces and projecting edges. Surely it was easy to feed cans in the can chute! But it wasn't as easy as it looked. It seemed an age before I managed to be able to grasp two cans in each hand. At first I would proceed to lift them with great caution, when—plunk! there would be one can less. Desperately I would make a lunge for the chute, two more would fall, and then, with a sigh, I would send the remaining lone can down to be labeled. But Chloe's careful instruction did take effect, and now I enjoy diving in and out of the rings, sending the cans gleefully chasing each other down the chute.

The most fun, however, comes when Dorothea suddenly appears with a rush order. Even though we have begun to get tired and feeding cans has become dull monotony, at once our sporting blood is aroused. "Let her go, Ralph!" Ralph smiles that knowing smile of his and the race begins.

Up and down, up and down, the heads bob and chug, chug, chug, the cans move contentedly down the chute. Sometimes, in our eagerness to pick up the cans, we let one slip; there comes a look of horror and consternation as with bated breath we wait to see whether the other person has been hit. We dodge and laugh as the "heavy breeze" just slides by our heads.

I know that the girls get as much satisfaction in putting out a rush order on schedule time as any head of the department might. Have you ever tried to feed cans in the can chute? It's really great fun! S. Fischer.

THE CAULDRON

Time passes so quickly that we can hardly realize that our Cauldron has reached its first birthday.

I think, perhaps, the Cauldron has served to unite all departments more than any other thing, as we have been able to learn more about the work in all parts of the plant through it.

It has also kept us in touch with certain organizations on the outside which are of interest to us.

When we see that there are a few others who are adopting our plan of management, it makes the desire to succeed stronger than ever because we know that a great many eyes are upon us, some friendly, and some antagonistic.

The Cauldron enables those people who are interested in us to keep in close touch with us, and so it is not only our connecting link in the plant, but also with our friends who cannot be with us.

I think the Cauldron is serving a wonderful cause, and without it we would feel that we had lost a good friend.

Genevieve Cain.

LEARNING THE COOPER TRADE

I was born at Lowell, Indiana, March 22, 1855. My career as a cooper began in 1867. I was not quite ten years old when my father died, and at twelve years old I started in the cooper shop to learn the cooper trade.

My older brother being my instructer I worked with nim for two years, and then went about eight miles from Lowell to work for Henry Bless. He gave me half I made and my board. Then, we made barrels out of the rough, had to rive and shave the staves and heading, chip it out with a heading ax, pare it with a knife, had to list and joint the staves on a hand jointer which was very slow work. I was only able to make two barrels one dav and three barrels the next by working until eight or nine o'clock at night, and I always started to work by five o'clock in the morning.

In those days there were no dinner bells and when dinner was ready the landlady hung out a white rag and you can bet I always watched for the white rag.

I thought I had learned the cooper trade when I started out for myself, but I learned later that there was plenty yet to be learned.

Coopers in general are of a roaming disposition so there were always new coopers coming and going.

When a cooper came into a shop where I was working and I saw that he made more barrels than I did I always watched him to see how he did it and I always found out something to my advantage. I recall one man who came to a shop where I was working in Edinburg, Indiana. He could always get his hoops shaved quicker than I could and it seemed to me that he did it easier than I could so I watched him and found that from the poles I made two hoops out of he made three, and the ones I made three from he made four by splitting them thinner. He got more hoops which was an advantage both to myself and to my employer, for there was only about half the shaving to do when they were split down thin and there were more hoops.

At another time a new man came in and I noticed how he kept his barrel always close to him. He had his berth so arranged that he was doing his work much faster than I was and much easier, I looked it over and did the same, and I found it saved me steps and time. I found I made several more barrels a day than I had been making and that meant more money for me, for I was working piece work.

Of course, as time went on they commenced putting in machinery to make barrels. First thev put in an upright machine for working off barrels. They worked off one end at a time and the coopers hooped them by piece work.

One day a man came in and they hired him. He was not even a cooper. When he put the head in his barrel I noticed he did it so much quicker than I could; so I watched and saw that instead of driving his raising iron between the staves and prying the head up as I had always done, he had it ground thin and stuck it between the crack in the head and flipped it up in the crease. I found that when I adopted his method I could hoop 20 more barrels a day, and this happened after I had worked at the cooper trade for 40 years.

Of course, in this day and age the cooper trade is almost a thing of the past, for they only use coopers to make odd sized barrels and do repair work. They can make a barrel by machinery now faster than I can write and tell you about it. Eight men turn out six to eight hundred barrels a day. Twenty years ago thirty barrels was a big day's work for one man.

I never got to go to school much when I was a boy and did not get an education, but I feel that I have made a success in life for I learned how to work and I have always had good health and always could find a job, and was able to hold it. I hope when I get old I will still be able to work for that is about all I have ever done.

L. C. Wood.

DEPARTMENTS

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killed the monster and saved his people.

We, as packers of soup, might feel we are dominated by a giant, but as we do not believe in throwing stones, we must follow another course.

The course we should follow should be decided by all members of the group.

If we expect to take advantage of a situation, it can only be done by reaching the most advantageous point, and in our case that is the retail merchant. He is in a very receptive mood at present, and with all our efforts directed towards aiding him we should be able to establish a closer relationship, and this means permanent business.

We have two hundred thousand independent retail grocers in the United States and about seventy-five thousand chain stores. This shows we have a very large field in which to work. With the distribution of merchandise under private label growing very rapidly we seem to have a very bright future.

Even though we face the serious side of business, it does not prevent us as members of the sales department from taking notice of things unusual. Last week while demonstrating soup in a Food Show at Lancaster, Ohio, I met many kinds of people. The show was held in the Armory which happened to be the largest building in town, and people came from a large territory. Many good things to eat were to be had, and one could start at the door and in making the rounds get almost a square meal.

One man, whose make-up led you to believe he was a "hill-billy," started to make the rounds, and was eating about everything he could reach. After eating a piece of cake he stepped to the next booth and there found a large pile of flakes that looked very appetizing. He reached over, took a hand full and filled his mouth to the limit. He coughed and ran for water because it happened to be soap chips. One "ruralite" remarked he had seen Sam in many a mix-up, but it was the first time he had ever seen him foaming at the mouth.

This is just a small incident and yet without these little things that cause us to forget all things serious for a few moments, our life away from home and friends would be very monotonous.

A. D. MYERS.

WHY CREDIT UNIONS

For those who do not know what a Credit Union is, and those who are not quite "clear," I think the following definition will be helpful.

The Columbia Conserve Credit Union is a co-operative society, organized in accordance with the provisions of the State Law of Indiana and under the supervision of the State Banking Department, with three primary purposes.

A. To promote thrift among the members through a system of savings which specializes in the smallest units of saving, and, by a weekly savings plan, which to make saving a habit.

B. To use the funds thus accumulated for the benefit of those who accumulate them by creating credit for the members at legitimate rates of interest for provident purposes.

C. To educate the members in matters pertaining to investments and care of their savings.

Our Credit Union is strictly mutual, democratic and co-operative, inasmuch as the money accumulated by the group is used exclusively for loans to the group, and managed by officers, by and from the group in elections in which each member has but one vote, and with resulting profits divided among the members in interest and dividends.

It must however be understood that the Credit Union is not a small loan business operated for private profit; neither is it a charity; it is a business operated by the members and for the members, a business which should pay fair dividends without losing sight of the fact that our Credit Union is a co-operative society which is organized primarily for service and not primarily for profits.

On December 31, 1927, The Columbia Conserve Credit Union ended its third successful year, striving continually and consistently at all times for our ideals which you have read.

Following are comparative figures, which may be helpful and I think self-explanatory:

	December 31, 1927	1926
Number of members	85	75
Total assets	$1,280.61	$ 810.24
Shares outstanding	1,056.04	609.50
Loans outstanding	1.216.10	781.10
Authorized capital	10.000.00	10,000.00
	During the Year 1927	1926
Number of loans made	58	63
Amount loaned	$3,440.29	$2,556.10
Amount of net earnings	106.00	71.68
Undivided profits	50.34	18.57
Coal purchases	746.29	636.10
Dividend rate	8%	8%

We do not want to appear egotistical, but we ask you, very confidentially, would you not like to be a member??

Kenneth Lucas.

PRINTING DEPARTMENT

The question that arose in the Printing Department when new labels came in was, "Where will we put them?"

It was solved about a month ago by the carpenters who built us some new bins, in which we will be able to put labels as soon as they arrive at the plant.

The plan was that all bins be made the same height and in order to do this, some labels had to be moved as soon as the men got one row of bins finished. The new bins were so tall that one girl had to stand on boxes while the other girl pitched labels to her. A day of this and we were through moving, and I'm sure the carpenters were just as glad as we were.

Arbutus Sims.

CAPPING MACHINES

The Troyer Fox Double Seamer is no doubt the best double seamer we have ever had.

But at the same time no machine is perfect. Some people think machines are human beings, but they are mistaken in their thinking. These machines work more efficiently than any human being.

Of course any machine will get out of adjustment. Using steam and water for cleaning the machines it sometimes happens that a loose part like the pawl slide link is sometimes thrown out of place. When this link is out of place it throws the timing off.

The suction pads that pick up the ends do so by creating a vacuum. There is a tap in the center of the suction pad that has three one-eighth inch holes that may get stopped up during the cleaning process by a piece of garnish, for instance. When they are stopped the whole machine stops. Checking up before starting out in the morning means a lot of time saved.

These are only two of the most important points for inspection, but the whole machine is gone over and oiled from A to Z before starting time.

Duke Vaughn.

THE SPICEROOM

One of the most interesting tasks in my line of work is the work in the spiceroom. The work is not monotonous because of the differences in the amounts of different spices in each variety. At first, the learning of the spices was hard for, to a beginner, all the spices appear to be the same color. After they are known, he can easily see a decided change in the colors of the spices.

There is, in addition to weighing the spices, the mixing of spices. This work consists in mixing together white pepper, mace, cayenne pepper, nutmeg, cinnamon, coriander seed and curry powder, in somewhat the same way as the flour is mixed into bread. After these various spices have been mixed together thoroughly, they are strained. This is done to keep lumps of spices out of the batch. If a large lump of spice, especially a hot spice such as cayenne pepper or white pepper, was to get in the soup it might possibly ruin it.

The two hardest things connected with this job is the sneezing and keeping spices out of one's eyes. You know, it is said that a person learns from experience. How true it is in this case! For after one or two eyesful of spices one learns to keep spicy fingers away from his face.

Clarabelle Myers.

THE GROCERY STORE

The employees of the Columbia are very fortunate in being able to buy at cost so many food products from our little grocery store.

Staple groceries, canned goods and other products prepared by the Columbia are sold at the lowest prices. Those employees taking advantage of our grocery can save themselves many dollars.

During the busy season tomatoes are sold for one cent a pound and other vegetables also are offered from time to time at a great saving to the employees.

The grocery is open on Tuesday and Friday. If the employees cannot pay cash they are permitted to pay their bills on the following grocery day. A few employees are thoughtless and careless, however.

The Columbia is glad to render this service but the Columbia does not agree to provide means of delivery.

It is the business of the buyer to bring his own basket or bucket to carry his groceries in and not to depend on the store-keeper to "fix things up" for them.

This much can be said for the grocery

in the Columbia as a whole, that the group really appreciate this store maintained for their interests.

Mrs. Carlisle.

BOX MAKING

Just a few words from the box maker.

As I have been on the job for at least five years I think I know a few tricks in making boxes. While it is not heavy work, it requires speed.

The cases are shipped folded. There is a knack in taking them from the bundle, unfolding them, putting them over the form and applying the glue evenly.

There are four forms on the old machine, and the man who operates it must walk back and forth from No. 1 to No. 4 and so on, over a space about fourteen feet long.

The new machine is more like a merry-go-round and you pull the form to you instead of walking to it. But in order to be efficient on either, you can't make many false moves. And by efficient I mean turn out from one thousand four hundred to one thousand five hundred in nine hours.

R. Younghams.

INTRODUCING YOU TO THE LABEL MACHINE

The goods are prepared and canned by the kitchen. After the cans are filled and washed, they run from a belt into large "rings." Two "rings" make up a truck. Each of these "rings" hold about twelve and one-half cases. After these cans are processed they are rolled into the label room to be labeled or put into the reserve stock.

The label machine is very small, but oh, the work it can do! There are eight girls and two men required to run it. One girl must label or stencil the cases getting them ready for the machine. Three girls feed the cans onto a long chute, where they run through the machine, pick up the labels, and come down on the next chute labeled. The other three girls are waiting, one to inspect them and the other two to put them into the cases.

As the cases are filled they are pushed down the conveyor to the man who seals them, puts them on a truck, and takes them to the warehouse to be shipped.

The inspector throws all the badly dented cans, and those with skinned and torn labels, out. The badly labeled cans are put on a tray where the overseer relabels them.

The overseer of the line tags the trucks, watches the labels, gets them from the label room, and keeps them in order for the machine. Sometimes we set a goal for the day's run. This we enjoy a lot because it keeps us guessing and takes away the monotony of the every-day grind.

Amelia Cravens.

SHIPPING DEPARTMENT

We one and all join in thanking the group for the "A No. 1" shed that we now have over our platform where we load and unload trucks. This shed is a great help to us in getting our goods out. It helps us in trying to hold up our end and keep our department in half-way presentable shape.

We feel that we should thank the other departments for trying as far as possible to help us pull our end when we were handicapped by lack of room, an inexperienced leader and sickness. We feel that each department had done its best to co-operate in order to make things move along as swiftly and smoothly as possible, thus drawing us a little nearer to our goal.

G. Givan.

THE CAN CONVEYOR

Since working at the Columbia Conserve Company, I have been closely connected with the can conveyor.

The cans are shipped by the manufacturer in crates with eight hundred and fifty-four "number one" cans each. All other size cans are taken to the kitchen by the shipping department.

A man opens the crates and places them close to the conveyor. They are then placed on the conveyor by a girl.

The conveyor at this point slopes to within a few inches of the floor. The cans dropping down this slope are caught by an endless belt and carried straight up almost to the roof. Here they are deposited on an endless cable which carries them over the laundry and process rooms to the kitchen.

Before being placed on the conveyor all cans must be inspected. Bent or rusty cans, or cans with split rims are placed on trays. After the lines are through in the kitchen these cans are sorted. Rusty cans or cans with split rims are returned to the manufacturer. The bent cans are straightened by the girl working on the conveyor.

Martha Stader.

INDIANA STATE LIBRARY

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MR. J. E. THOMAS
Foreman of the Receiving Dept. and Stock Rooms of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE DAY'S WORK OF A GERMAN MINER

Rested from his day's work, the miner arises at five o'clock in the morning. He takes a bite to eat and a cup of coffee, then fills his coffee canteen, and with his breakfast-lunch makes his way to his dark destination. There he passes three-quarters of his life. It is one of the hardest callings, shut out from all daylight, in gloom of the earth's interior. His work consists in bringing the "black diamonds" into the daylight so that his fellow men may w a r m themselves through the cold winter. Coal is the foundation of our industry, without it modern production could not have been attained. To come back to our trip with the miner; we are now in sight of the mine opening; on arrival many greet us with "Good Luck." It is the morning and evening greeting of miners.

We walk through the door and pass the watchman. There is a large numbered table on which each miner puts his mark in its own box.

From there we go to the dressing room, and put on the miners' costume. When this is over the miner goes to the lamp room and gets his lamp. From there he goes to the shaft and down into the darkness of the earth.

Our mine has seven floors, with a hundred yards between floors. Our floor is the sixth, next to the bottom, and we reach it in two minutes. When we get down the miner and his helper leave the elevator and go to their own place of work, which is reached after a thirty-five minute walk through the main tunnel. As soon as we reach it we sit on our tool chest and eat breakfast. Here the senior worker takes a benzine lamp and lights up the whole space, in order to find out whether any gas jets or other inflammable material is present, which might cause an accident. If the place of work is free from gas, the whole is sprinkled with water, in order that the coal dust may not explode. Then at last begins the work itself.

First four to six holes are bored with a hand drill six or seven feet deep in the hard coal seam, in which process the apprentice is of help. Then comes the blaster and fills the holes with explosives. The miner fastens the fuse, and the charge is fired by an electrical apparatus made for the purpose. After he has finished this work the blaster leaves us with a hearty "Good Luck." The apprentice sets to work loading the coal wagons. The miner gets into the opening to dig out the rest of the coal with his pick. When the coal has been all removed the empty area is supported with wooden braces. These are set so as to counteract the pressure of the walls on both sides, and to prevent the fall of rocks.

Sometime later we see far off a bright light which comes nearer and nearer—it is the foreman, who greets us with a "Good Luck," inspects the work, finds all in good shape, and leaves us again with "Good Luck," and the day's work is ended.

We wander back to the tool box, pack our tools, then go to the shaft, are taken up. There the laughing sunlight comes to meet us. The eight hours are up.

After we have accustomed ourselves to the sunlight we go home amid another chorus of "Good Luck."

W. Kalschauer.

A man of sense can arifice disdain,
As men of wealth may venture to go
plain.—Young.

EDITORIAL

The schedule of studies given to the minor girls is in addition to the classes given the whole group. The special education is to prepare these new members of the Columbia Conserve Company for work in Council. It may be that sometime all new members of whatever age will be able to prepare themselves in this way. But now it has seemed wiser to begin the experiment with a selected group.

The work in Council requires a general knowledge of business, but it also requires an understanding of our cooperative goal and the problems of cooperation. We have business questions to answer just as our competitors do who still operate under the autocratic system of management, yet we must also pioneer in the field of industrial democracy. Faced with this double task our Council Members need all the preparation in business and social economies they can get.

The course of study laid out for the selected group—five girls between the ages of sixteen and eighteen—is calculated to give them a general survey of business conditions, and to enable them to place us, with our peculiar social structure against this background. It is divided into three main parts. The first consists of a brief review of economic history—a study of the ways in which man has earned his living from primitive times to the present. This is to serve as a background by which to measure our present industrial system. The second is a general study of economic life today, with special attention to the problems of labor. The third part of the course takes up cooperation and its history.

In other words, the schedule attempts to place each of the two general problems Council faces against its proper background—the business problems with a knowledge of economic history and the present system; problems of cooperation with the history of man's conscious and unconscious attempts to live and work in groups.

It is too early to make definite statements about the ultimate effects of such preparation but the progress of the minors during the first few months of the plan gives every reason to expect that the original hopes will be more than fulfilled.

THE NEW SYSTEM LAUNDRY

On February 15th I had the pleasure of meeting Mr. Rawlinson of the New System Laundry again. You may remember that a year ago when I was in Portland, Oregon, I met Mr. Rawlinson at a meeting of the Chamber of Commerce before which I had spoken. He told me then of his desire to form a new and more helpful relation with his employees. He started in the laundry business in Portland about 1920 with a small capital. Since that time he has developed a very successful business and about a year ago was offered over $100,000 by the Laundry Trust of Portland. He refused because of his desire that his employees should share more largely in the prosperity of the company in the future than they had in the past.

Following my first meeting with him I spent a few hours at his plant, met some of his employees, and answered his questions about the Columbia Conserve Company.

I did not hear from him again until just before I left for California the latter part of last December. In that letter he told me he had put into effect a profit sharing plan not long after we first met. Under the terms of that plan half the profits have been turned over to the employees, and Mr. Rawlinson has retained the other half.

His business has grown rapidly during the past year, in a large part caused by the increased interest the employees have taken in the business under the new profit sharing arrangement. The number of employees has grown from about 60 to 90, and the profits of the business, during recent months, have about doubled. Labor turn over has been very much reduced, and loss because of damaged and missing clothes has been very considerably reduced.

On February 15th last Mr. Rawlinson and I met for the second time and he took me to his plant. Shortly after my arrival he closed the plant for about an hour and called all of his employees into the large central room. I think there were about 75 present of whom 65 or more were women. They stood, or leaned against the laundry machines, and I talked to them from a slightly elevated platform. Mr. Rawlinson told me before he introduced me that I could say anything that was on my mind, and in his introduction he referred to my visit a year ago, and to one of the consequences of that visit, namely the new profit sharing plan with which they were all familiar, and with which evidently they were all pleased.

I congratulated them and Mr. Rawlinson upon the liberality of this plan, but I told them that in our judgment the important thing in industry is where control rests. Profit sharing is a necessary factor of employee control, but by no means the most important one. I gave them as much information as I could crowd into the space of about fifteen minutes about the various problems the Columbia Conserve Company is handling, how we are handling these problems, and how the acceptance and discharge of our new responsibilities has affected many of us.

I was impressed by the attention the laundry employees gave me, and particularly impressed by the intelligence in almost all of the faces which confronted me. I told them I felt they could, in time, be most effective managers of the business, and that if they would undertake it they would get great pleasure and instruction from it.

In calling their attention to the difficulty of learning how to run a business I suggested that we might save them some time and some loss if they would send one or two of their associates, chosen by them, to work for us for several months, thus coming into intimate touch with the operation of our system, and being enabled, thereby, to discuss it more intelligently with their associates upon their return to Portland. Of course, I could not promise on my own authority that we would accept them as temporary workers, but I am in hopes if they do accept my suggestion that Council will confirm my proposal.

I have great confidence in Mr. Rawlinson's integrity and sincerity, and while he doubts somewhat his own capacity to lead in a plan which will remove more and more control from him, I am confident when it is once started he will find it much easier than he now believes, and very much more interesting to him as well as to his associates.

I think a democratic system applied to a laundry has even more possibilities than in a canning plant. Laundry workers are badly paid as a rule, the turnover is great, and the opportunities for improvement in human relations are very considerable.

One great advantage a laundry would have is that its customers live in the same community. and are therefore in position to know intimately what is going on in the plant. As the great majority of the citizens of this country approve of a democratic way of life even if in their individual capacity in industry they are not willing to support it in their own business, I am sure that as soon as they come to understand that such a plan is in operation near them they will give it their support.

Mr. Rawlinson has a son who is working part of the time in a laundry in Indianapolis and part of the time in one in Cincinnati in order to get a wider experience about laundry methods. I suggested to Mr. Rawlinson that his son work as a wage worker for us for a time so that he could carry back information to his father which might be of assistance to him.

Wm. P. Hapgood.

Art is indeed not the bread but the wine of life.—Richter.

PAY DAY

Every Friday is pay day at the Columbia Conserve Company. I have wondered if there are not members of the Columbia who do not know and would like to know something about the making of those welcome checks.

We begin on Thursday by tearing the checks from check pads and stacking them in a pile on the addressograph machine. The addressograph machine is a small machine used in addressing envelopes. This machine has a feed trough through which pass stencil cards. On these stencil cards are typed the name and number of the employee.

As each card feeds from the trough, it passes across the front of the machine under the ink wheels which are pressed down onto the stencil card, under which the check has been placed. As soon as the ink wheels touch the stencil card, the ink goes through onto the check, leaving the name and number of the employee on the check. After this check is stamped, the stencil is pushed along, to make room for the next card, into another trough from which they are taken out and placed in their tin box to rest until the following Thursday, when the routine work is again repeated.

From the stencil machine the checks are taken to a typewriter where the amount of the individual's pay is typed in.

The checks are then transferred to the check perforator, which perforates the amount typed on the check in the middle of the check, just below the name and number.

The checks are then inspected to see that they are arranged numerically and that none of the employees have been missed. Then they are signed and countersigned. Without these two signatures the checks would be invalid. After this final operation they are stacked together, with a rubber band holding them in place, and put on Ken Smith's desk to await the morrow—pay day.

Opal Hassenzahl.

AROUND THE WORLD IN 80 DAYS

Traveling Man—"Does this train always go as slowly as this?"

Conductor—"You shouldn't complain, you've been riding on this train only about 30 minutes, while I have been twelve years."

Is that so? Well, at what station did you get on?"—Along the Line.

DEPARTMENTS

PURCHASE

Though some in the plant may not know it, we have to begin contracting tomatoes for next fall's pack as early as the first or second month of the year.

With a reserve supply of condensed tomatoes in our warehouses, we are contracting for tomato soup and not for "pulp" this year. In comparison with the thousand acres last year, we are planning on using tomatoes from only five hundred this fall.

The tomatoes from the five hundred will be from the best farms, as shown by last year's records. As each load arrived last fall it was inspected and a grade given it. On the basis of these grades our contracts have been given out.

Some of the growers come into the office, some we send contracts to, and some Ed Proper calls on.

It is in contracting that we save waste from bad tomatoes. For example, in 1926 we received 15,300,000 pounds of tomatoes, which made 1,315,000 pounds of pulp, or 11.6 pounds of raw tomatoes to a gallon of pulp. In 1927 we contracted for half as many acres and the tomatoes yielded one gallon of pulp from each 10.9 pounds of raw tomatoes. In 1927 we had better tomatoes, and our quality was improved at the same time that costs were reduced. This year we hope to receive a still better product by choosing the best growers of 1927.

Wm. H. Hines.

STOCK ROOM

When we speak of the stock room of a factory, we generally think of a place where only the raw materials used in production are stored, but this is not exactly the case with the stock room of the Columbia Conserve Company. In our stock room we keep all the raw materials used in production, all of the cans used by the capping department, all of the surplus stock from our daily production, and all labeled goods waiting for shipment. The receiving clerk is also the foreman of the stock room and the clerical work connected with both jobs has to be done by him. The proper storage of our surplus stock is one of our greatest problems, due to the fact that our storage space is very limited. Rooms number two to six, inclusive, are the ones used as stock rooms. As we have to leave ample space to go through each of these rooms with hand trucks to take goods in and out, much of our space cannot be utilized. Probably our hardest task is the storage of goods cased by the labeling department and sent to us until such time as they have sufficient time or orders to enable them to label the goods. Sometimes the goods stay in our department for quite a while and other times we may stack them, take them down and reload them and take them back to the labeling department to be labeled all in the same day. This, of course, means a lot of extra work and we are trying to overcome some of this by labeling orders as far in advance as possible and by providing more storage space for cans in rings. In this method the goods are labeled from the rings and stored away until time of shipment. Then they are picked up by the shipping department and shipped. This method saves the time and work necessary to take the goods back to the labeling room. As the labeling room can label just about as fast as it can case, this method is just as easy for them.

We have to reserve a great amount of space for the storage of empty cans. This is always reserved as near the place where the cans are to be used as possible.

During our pack we have to have a great amount of room for the storage of No. 10 pulp and Tomato soup, as we aim to pack a great amount of these two varieties during the tomato season to take care of our future orders. The No. 10 pulp and tomato soup is generally stored in racks without casing it, and also a large percent of out No. 1 tomato soup and strained and condensed. The latter two are ricked in special bins in rooms two and three. A great amount of care has to be used in ricking these to prevent as much loss from rusting as possible. The remainder of the soups are stored in cases. During the pack, lack of storage space sometimes presents a great problem, and if we are not very careful at all times about the way in which we store goods, we may have to do a lot of extra work moving goods about to make room for the new stock.

After all, in the stock room you must exercise a certain amount of care, skill and foresight just as you must in any other department.

John Thomas.

PRODUCTION

One of the most important things we have in our production department is quality. It is very easy for quality to vary. One reason is because it goes through many different processes during which each and every individual is more or less responsible. We do not have one or more key men at the head of each department, to take all of the responsibility and do all the checking. It is left up to each individual. If any one of us fails to report and check on each other we are not carrying our responsibility. We should not have the variations in our quality that our competitors have because of the way in which our organization should function. To keep our quality to the highest point it must be carefully watched and checked from the time the raw material is received until the finished goods are shipped out. We owe to our consumers the very best quality we can give them, also as reasonable prices as we can give them. We owe it to the sales department to help them fight the competition we have at the present, and which will probably increase in the future. I think we all realize how embarrassing it would be for our salesmen to cut a can of soup or Chili Con Carne and find something uneatable in the can. Not only would it embarrass our salesmen, but it would leave a very bad impression on the buyer, and he might lose confidence in our quality.

L. Hines.

THE PRINTING ROOM

The Printing Department has been experiencing another "Rush Season." Just about the time we were beginning to get caught up with the future orders, the news came that we would have to take another inventory.

This is not the pleasantest thing in the world for us, as we have about 500 bins of labels to count. We put a tag on each brand, giving the amount we have in stock. The reason for this is because one label may cost more per thousand than others. When we get the bins all counted, we write down the amount of each brand in stock in the inventory book, which is then turned over to the bookkeeping department.

Orders were so heavy at that time that it was impossible for us to shut down the machines to do this work, so the only thing we could do was to work a few nights. By doing this, we were able to have the inventory ready by the scheduled time.

We feel that if we are going to have to take inventory every month and orders are as plentiful as they have been, there will have to be some other means found for taking care of it.

Maude Kennedy.

THE GARNISH LINE

In thinking over the different kinds of work which I have performed since coming to the Columbia Conserve Company, garnishing seems very interesting.

We work on the conveyor between the filler and ahead of the capping machine. This means we must be right on the job at all times, or the capper gets ahead of us. One thing that is so interesting is watching the different garnishers handle the garnish. It is very important to be efficient in weighing the garnish in the hand. Sometimes the garnish is prepared too far ahead, which makes it more difficult to handle. One must also watch each can to see that it has the right proportion of soup and garnish. If there isn't the right amount of soup, we call it to the attention of the man in charge of the line. This is his responsibility, but it is also part of our work to co-operate and make things glide along as swiftly as possible in order to produce the amount intended.

There is a homey atmosphere on the garnishing line for me.

Emma Rice.

THE PEELERS

Many people have expressed their curiosity in regard to the mechanism of the peeling machines. To any one not acquainted with a vegetable peeler it is rather difficult to imagine just how one would be constructed in order to peel large quantities of vegetables.

The peeling of fruits in packing houses is generally done by the Lye process. That is, passing the fruit through a solution of lye water strong enough to eat the peeling off. It can be readily seen that such a process would not be effective on potatoes, carrots, turnips and onions, which are the products to be peeled at our plant.

We use the Blakeslee potato and vegetable peelers. They are not complicated machines. From outward appearances they remind one of a huge drinking goblet. They stand about four feet high and are made of cast iron. The bowl is about eighteen inches in diameter and twelve inches in depth. The walls of the bowl are lined with rough stone, and there is a plate in the bottom of it covered with the same stone as the walls. This plate rests on a shaft to which a belt pulley is indirectly attached, making it possible to set the plate in motion at a speed of a good many revolutions per minute. The lid to the bowl is a funnel shaped affair through which the products to be peeled can be shoveled. There is also a perforated water line running around the top of the bowl.

Now, in order to peel the vegetables all that has to be done is to set the plate in the bottom of the bowl in motion, turn on the water, and place about a peck of what ever you want peeled in the bowl. As they strike the revolving plate they are thrown against the rough sides of the bowl and the peeling on the part coming in contact with the wall will be scratched off. Hence, after they are left in the peeler a short time they will be peeled all over, since they are in motion all the time. The water from the spray washes the dirt off the vegetables and the bits of peeling which have been ground off out of the peeler into the sewer. When they are all peeled you open a door in the side of the machine and they are thrown out into a box constructed to catch them. You then pour them out on trays ready for the women to go over with a paring knife.

These machines are not one hundred percent efficient in peeling owing to the irregular shapes of the potatoes or what ever one might be peeling. For example, carrots very often grow in freakish shapes, making it impossible for every part of it to come in contact with the peeling surface. The eyes of potatoes usually have to be cut out by hand also. For this reason the all have to be gone over by hand.

We peel at the plant several carloads of carrots and turnips to be diced and barreled up for future use every year. During this period there is a man on the peelers all the time. After finishing the carrots and turnips the peelers are used for potatoes and onions a part of almost every day.

I have said before that peelers are not one hundred percent efficient, but even so, they come as near being the answer to a doughboy's prayer who has been detailed to K. P. duty and assigned the task of peeling a thousand pounds of spuds by hand as anything I have seen. Just pour them in at the top and take them out at the bottom.

Claude Pennington.

PINTO BEANS

The success of Chili Con Carne depends much on good beans. Beans that are swelled properly and have a bean flavor. Merely putting beans in water will not swell them. They require a good deal of studying and experimenting with. Some beans swell more quickly than others, ranging from 2½ to 5 hours. When a different car of beans comes in you have to work with them and find out the correct temperature of water to swell them, as we do not have a chemist to tell us the amount of moisture the beans contain. Working with pinto beans is very interesting because you are always finding out something new about them.

Davis L. Milner.

LAUNDRY

The first thing in the morning we have one washing of aprons from the label room, one of meat covers, and one rag washing. Then, when Mr. Gardner brings in the men's clothes, we sort them into three washings, each washing is allowed 30 minutes by the washer, then rinsed through two waters. The clothes are removed from the washer and are put through the wringer. From there they are put through the dryer. As they come from the dryer we start ironing. In this wash, we not only find a lot of dirty clothes, but some weeks we find a small supply of tobacco, cigarettes and matches.

About 9:00 Mrs. Carlyle brings the ladies' aprons over to the laundry; we wonder if we will ever be able to wash and iron all the aprons. Then we begin to take them out of the basket, and find chewing gum, powder, powder puffs, handkerchiefs, hair pins, bar pins and pins! Oh. boy! They seem like a darning needle when we run them in our hands.

In the afternoon we both iron and then mend if we have time.

At five o'clock in the evening we take clean aprons to Mrs. Davenport's locker and get the laundry from the kitchen for the following day. And at that time Mrs. Nutter has the men's laundry ready for Mr. Gardner to take back.

Catherine Steinmetz.

COUNCIL NOTES

Special Meeting, Feb. 10. 1928

At this meeting a request from Mr. Hapgood was read, asking that any individual who could to contribute to a history of the company, write about some incident in his life here and comment on it.

Following this a committee was appointed to investigate the matter of buying more rings, thus enlarging the storage facilities between the process tanks and the labeling room. After this appointment it was the consent of Council that we consider at a later meeting the appointment of a standing committee on efficiency, to which suggestions on better methods would be brought, and which should undertake investigations on its own initiative.

The Salary Key Committee asked Council to answer the question assigned for a discussion at this meeting. It read, "Should loyalty, understanding of our cooperative goal, or strain (mental or physical) be paid for?" This meant an additional payment over and above that given for efficiency. Council began the discussion with loyalty, which lead to an attempt to define it. In the course of this attempt it appeared that loyalty in the minds of our group was a spiritual quality which expressed itself in service to the group beyond the regular requirements and without hope of reward. A straw vote showed that thirty-eight were opposed to paying in money for this quality, eight in favor, one undecided. Service for a money reward would cease to be loyalty as defined by the group. Council was unanimous in wishing to recognize loyalty in some way. The final vote as to whether loyalty should be paid for was lost thirty-nine to two.

There was less discussion of the next question, "Understanding of our cooperative goal." Except as this affected efficiency in Council there was no reason suggested in favor of paying for it. Council decided in the negative.

In the discussion of strain, the Salary Key Committee explained that it had in mind the resulting inefficiency of an in-

dividual caused by the nature of his work. The committee said that it had under consideration a system whereby the pension fund might begin to take care of such decreases in efficiency before the individual was ready for a complete pension.

The Salary Key Committee explained to Council its progress to date on the measurement of efficiency, and recommended for Council's consideration the question, "Do you believe length of service should be paid for?"

February 17, 1928

When new business was called for the committee appointed at the last Council meeting to investigate the question of buying more rings made its report; the results of the investigation were as follows: First, that we have a need of storage space between the kitchen and the labeling room. Second, that, based on the average weekly needs, thirty new rings and fifteen trucks were required.

The Education Committee reported that Jack Evans had at last been able to secure his visas and that the company had forwarded him traveling expenses for both Mrs. Evans and himself. In the discussion that followed it was evident that the group were as anxious to have him return as they were when he left in July.

Speaking as head of the finance department, Mr. Herner said they needed an assistant. The purpose of the extra person in the bookkeeping department was to relieve Mr. Herner of some of the detail work he is now carrying and permit him to spend his time on larger problems facing the company.

Through the transfer of Ivan Miles a vacancy was created in the shipping room, and of the four names put forward Homer Shelley was chosen. This was in spite of the fact that he is an expert cook. It was shown that his health required a change. In consideration of this the other names were withdrawn.

Following this the Education Committee gave a report of the class work of the Minor girls. Levering Evans outlined the program of studies which the class was pursuing, and gave a brief summary of the method in which the work was being carried on, and the results achieved to date. The report was accepted and approved by Council.

Special Meeting, Feb. 24, 1928

During the two weeks following the last Special Meeting, Council had under consideration the question, "Do you believe length of service should be paid for?"

In the discussion it was brought out that increased efficiency due to length of service would be taken care of in payment for efficiency, and that decreased efficiency due to the same cause would probably be covered by the pension system. Just as was the case with loyalty, Council wished it recognized in some manner, but not in money.

It was suggested that Council consider a payment for length of service in the form of additional vacation. The discussion of this was postponed to a later meeting.

The attention of Council was drawn to the unfortunate conditions in the Bicknell, Indiana, coal fields. It was suggested that we send the miners any "dents" or "seconds" we had left from the carload sent last fall to the miners in Pennsylvania. Council decided to see what goods of that nature the company had on hand and also to make arrangements whereby individuals could add their own contributions.

Following a suggestion from the floor, the Salary Key Committee asked, "Do you believe that disagreeableness of the work should be paid for?"

In the discussion a difficulty was pointed out in that part of a job might be disagreeable to one and not unpleasant to another.

The motion that we pay for the disagreeableness of the job was lost.

March 2, 1928

The committee appointed to choose an assistant for the finance department reported that Homer Shelly had been selected. In making this choice the committee had covered all members of the group and not only the applicants, as has sometimes been done in the past. The recommendation was accepted.

This second transfer of Shelly created again a vacancy in the shipping room and the chair appointed another committee to choose an assistant in that department.

For some time there had been on the agenda the discussion of the present wage-workers for salary. It was pointed out that at our present rate of production, all workers were approaching the yearly period of lighter production. In the light of this situation Council decided not to add to the salary force until we had some more definite assurance of continued activity.

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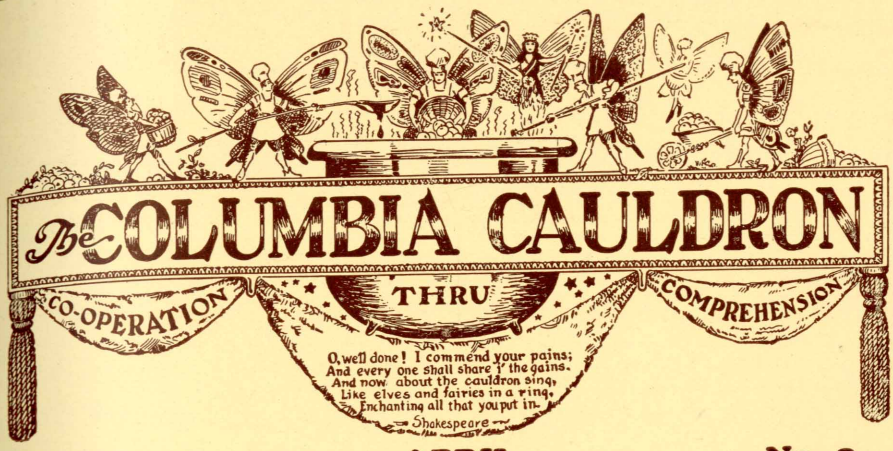

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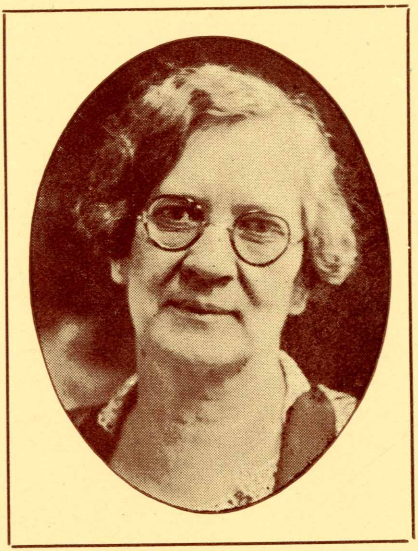

MRS. GERTRUDE ROBERTS
Head of the Dining Room of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

A CHANGE IN CHICAGO

A Chicago newspaper, "The Daily Tribune," for March 15th, contains an interesting article written by its correspondent, Mr. Thomas Wren, dealing with the reorganization of the L. Wolff Manufacturing Co. of Chicago, which has taken place recently.

The concern in question is a very old established plumbing business dating back as far as 1855.

At present the plant has about a thousand employees. Since the war the company has been finding the conduct of business somewhat difficult on account of financial stress. Reorganization came about between the owners of the business, a group of bankers and a group of employees.

Eventually it was decided to hand over partial control of the concern to some of the employees and the hope was expressed that as time went along more and more of the workers should be taken in as partners.

It is difficult to estimate how genuine is the desire on the part of the owners and those others who are financially interested in the business to see the workers gain complete control of it ultimately.

We hope that the change is a very real one, and that it has behind it a desire to change completely the human relations between those who work and those who own.

AGAINST THE LAW

"I'm going to marry a pretty girl and a good cook."

"You can't. That's bigamy."—Sante Fe Magazine.

SWING ALONG

In the December Cauldron Josie Baker says "for those of us who can time our movements to the rhythm and swing of the machines around us work is simple and pleasant. We feel at home."

The advantages of being in swing may be appreciated most when one is out of step. Take for example a left-handed person learning to garnish on a right-handed line. Everything is out of joint and the line is "down."

The effect of being out of step is shown in the individual as well as production. Sureness is lost. Nervously speaking, one does not feel as much at home as Josie does in such a case.

By adjusting ourselves to the rhythm of work we remove the friction which makes work hard on us. This strain is replaced by a reaction of pleasure and confidence. In such a frame of mind we are adjusted in rhythm of thought as well as action. The simplest job requires both brain and hand efficiency. Effective labor results not only in a good product, but also in a sense of satisfaction on the part of the laborer.

NOT ON THE MAP

"Where did the locomotive hit this man?" questioned the lawyer.

"At the junction of the dorsal and cervical vertebrae." responded the doctor.

The foreman of the jury then arose and remarked: "I know every cross road in this here county, but I never heard of any such place."

Nothing in nature is unbeautiful.—Tennyson.

EDITORIAL

It is always difficult to answer the question—What do you think of us, or what do you think of our country? Yet every one who comes or returns to the United States is confronted with this question very many times each day.

Countries and nations are entities very difficult to compare and to contrast, for each country has so very much in it in common with other countries, and yet each country has so very much which is peculiarly its own.

Readers of the "Cauldron" will be interested to know more about the way in which industry in this country appears to the eyes of a newcomer than anything else—and more particularly interesting will be an account of how matters stand in this country in the realm of human relationships in industry as the stranger sees them.

To begin with, America presents a distinctly less "prosperous" picture now than it did a year ago—prosperity being measured in this case by the amount paid to the country's industrial and agricultural workers in salaries and wages, and by the number of workers in industry which are in steady, continuous employment.

Figures indicate lower wages on the average and, certainly, what figures are available, show a greater mass of workers throughout the country and particularly in the industrial east who are without employment. In this regard America tends to become more and more like Britain and Europe and this is so because of the operation of the same causes. Every country in Europe has an army of workers for whom it is impossible to find work, and in Britain alone there are some one million and a half men, women and youths who are idle continuously.

The number in Germany is slightly lower and in France lower still, but in each one of these countries and in many others the problem which ranks as first in importance is the one known as unemployment. Because of its importance it is receiving the attention of capitalists, union leaders and politicians and in each country much is being done to solve it.

Recently in Britain a representative conference was held which had for its purpose the establishment of conditions for the ending of industrial conflict—that is, the ending of strikes, lockouts and other forms of industrial strife, by the regulation of industrial relationships upon the basis of reason.

The conference convened by Britain's leading industrialist, a chemical plant owner, a coal operator, a soap and rubber king and also a conservative member of parliament was attended by representatives of every labor union in Britain as well as by very many large employers. The delegates were unanimous in acknowledging the tremendous cost of conflict between capital and labor in industry and in expressing a desire for cooperation.

First place was given in the discussions to ways and means of solving the problem of unemployment, and then came the problem of setting up machinery for the regulation of wages, hours and conditions of labor and profits—and finally came the question of control of industry itself.

The labor union representatives emphasized the need for a gradual and steady transfer of control from the hands of private owners to the hands of those engaged in the various industries. The employers' representatives hesitated to concede such control—but recognized openly the need for some measure of control being given to the workers. The conference is still discussing this vital point and hopes are entertained that an agreement will be reached.

At last industrial control in Britain is being discussed without camouflage upon a national scale, and the issues are clear as daylight. Industrial control and unemployment are two problems which are inseparably bound together. Workers become unemployed because other workers work too long hours and at low rates of pay; the worker who is unemployed and the worker who works too long a day has no voice in the conduct of industry, consequently we have the most fantastic of all situations—the one in which one-half of the working class is out of work and the other half works twice as long as it need.

This situation is almost certain to arise in America unless there comes that change in control to which we have already referred. At the Columbia we are pioneers in changing control. We have urged and still do urge other plants and other industries to follow our lead.

It may be an almost fantastic dream to look forward to the day when all employers and all workers throughout the United States will get together to discuss this question of transferring control of industry from private to public or group ownership.

Still, we may say that if this country is to avoid the terrible curse of mass unemployment with its poverty, crime and suffering, it must square up boldly to the situation and adopt such measures as the problem calls for.

This seems to be America's great problem and America's great chance of leading the world.

LEARNING TO RUN A LABELING MACHINE

My first experience in trying to run a labeling machine was about eleven months ago when I was first transferred to the labeling room as assistant machine operator. Before this time I had been around labeling machines at Van Camp's, but had never tried to run them. I had heard it said that all there was to a labeling machine was two screws to turn and that any one that could do that could run the machine, but I am inclined to believe that the person making such a statement meant it for a joke.

For the first few days I merely looked on, but after a short time I took the job over myself and right then my troubles began. First, the labels wouldn't pick up, then they went on crooked, pretty soon my glue got cold and began to string over the machine. Next, my paste belt broke, then came hot cans, then cold ones, sweaty cans, then dented ones, and a million more MINOR troubles. I perspired, worried, and said a few things to myself that wouldn't look just nice in print. I kept turning those two screws, but I soon decided that that kind of a method wasn't going to be exactly a success, so I began to figure out a more successful one. I finally decided that the labeling machine was rather "sensitive" and that a very small change sometimes meant a whole lot to it. With this idea foremost in my mind, guarding my actions, I began to have a little more success in getting the thing to run well and in turning out fairly large runs each day.

After I had been in the department about a month the regular operator went on his vacation, this left me to run the machine without having anyone around to help me out when I had trouble, and I believe I learned more about the labeling machine in the three weeks he was gone than I could in three months with him there to help me out. This was because I knew it was up to me to make it go.

For the person who has never tried to run a labeling machine, it appears to be a very simple thing to do, and that anyone could learn to do it in a very short time, but learning to run a labeling machine is like getting an education, the more you learn, the more you realize how little you really know. You must study the machine, find out its weaknesses and its strong points, study the different types of pick-up glue; try different combinations to see which work best on certain kinds of cans; and, above all, you must study the labels. You must know the different types of paper used, how much beating and creasing each one requires, just where and how much to crease each type, how many to keep in the machine to make them stick, what to do to make them run straight when they are cut crooked and what to do with labels which have raised designs upon them. In fact each different kind of label presents a different problem and each one must be solved in a different manner.

In the few weeks actual labeling experience I have had since I have been in the labeling department I have arrived at one general conclusion in regard to learning to run a labeling machine and that is that no one can teach a person exactly how to run the machine successfully. About all they can do is show them a few basic principles involved in handling the machine. but the more subtle details have to be worked out by the person trying to learn the job, for what will produce a desired result for one person may prove a failure for the other one, and for this reason I believe that each individual has to work out his own methods if he ever expects to be a successful labeling machine operator.

Harry Schrougham.

DEPARTMENTS

SALES

Los Angeles, California,
April 2, 1928.

This is being written from sunny California while the writer is more or less under the influence of its wonders of scenery and climate. Enthusiasm for something whether it be soup or scenery seems to be essential out here. But whether it be California or Maine we have our soup to sell and pretty much the same problems to deal with in the sales department.

We have to convince the wholesale grocery salesmen and the retail grocery merchants we call on of the wonderful quality of our goods. This we are doing by cutting cans of our goods against whatever competitive goods the merchant may have in the store. After doing this in a number of stores the wholesale grocery salesman is usually completely sold on our goods. It is our hope that after a day or two with every salesman they will be able to go out and sell all of their customers.

We men out on the road surely appreciate the work of the folks back at the plant. Everything connected with the production of the goods and getting them ready to be sent to the jobber is very important. Clean, well put on labels help a lot. Also because we know that every one of our cans of chili con carne, for example, will cut practically the same, we have more confidence in the goods. Without this continued uniformity at the plant we simply could not get very far in selling the goods. When we speak of cooperation I think there is no better example of it than in the very products which are being turned out at the plant. We all have our part to play from the production to the sale of the product and it is hard to say just which link is the most important. Also when the folks at the plant keep up the good uniform quality and ship it out in perfect order it means we have a lot better chance of selling more. Then when we, in turn, sell more goods we make it possible for you at the plant to make savings because you can produce in larger quantities and on a more uniform schedule.

Our customers have confidence in us as being packers of extra fancy goods and also believe we are honest and fair with them. If this is true some will say, "Why does not our business grow by leaps and bounds until you have to build a new factory?" The difficulty is that the retail merchant and consumer, as yet, do not have this same feeling towards our goods—but we are working now to build up this feeling on the part of the retail merchant. Then, we are dependent on him to put our goods over to the consumer. This most essential link to the consumer can only be made by hard work on our part and a continued high quality of production.

We are the fortunate ones in that we hear the good things that people say about our products—the people that actually consume them or sell them to the consumers. Just one incident I met with today is typical. I showed a can of our chicken soup to one of the best merchants in Long Beach. Before we cut it he made the remark, "No canned chicken soup is worth eating"—and he said it good and strong. After cutting the can he ate the entire contents of it and decided that ours was good enough for him to sell all the time. Incidentally this same merchant bought some of all our soups and some chili con carne after this because he was convinced we made good products. Yes, once in a while we do get complaints, too, but we cannot expect to please all people.

Indianapolis always looks good to us after we have been away for some time. Even California with all its wonders can not make up for certain personal contacts we can only get at the plant. In this regard I would like to say that the Cauldron has done more than anything else to keep us in touch with the life and spirit of the plant and I for one appreciate it to the fullest extent.

E. C. Eustis.

SHIPPING ROOM

My experience of handling goods in the warehouse has taught me a number of things. When we take goods from the Labeling Room it has been the custom in the past to store goods on boards which proved to be all right in case we had a leak in the roof or down spout, for, then, water could run down between the boards and would not cause the bottoms of the cases to become damp. When there is no leak, however, it is better for the cases to rest flat on the floor or upon old cardboard bottoms. Doing that makes it possible to keep the lower cases in good condition.

We have had less trouble this season with sacks being cut than at any other time since I have been with the Columbia. I think that can be accounted for by the kittens we have around the warehouse.

It is an interesting job to take care of stock. In doing this work one has to be very careful at all times and to have a clear mind so as not to get things mixed up.

The cooperation of the Labeling Room is a great help to us; the workers in this department check all the goods they send us and we check against them and find that that is the only way for departments to work together.

If every worker in the Columbia organization paid attention to the supervisors we would certainly become more efficient.

Day by day I become more and more impressed with the cooperation between departments. We must all strive for the Columbia goal of one for all and all for one

Elmer Burkhart.

THE LABELING MACHINE

I have been asked to write about my experience as a labeling machine operator. All the pages of the Cauldron would not hold the experience which I have had in the last eleven years at this particular job. I first began feeding a labeling machine picking up two cans at a time; then, in a short time, I fed four cans and a little later I could feed eight cans at a time, and this I got to do as easy as when I just handled two at a time. We had plenty of practice. The machine operator was the leader of a gang and the members would race with each other to see who would have the largest talley when evening came.

There were most always from two to five machines in sight of one another and you can imagine how the cans flew. For about six months I tried casing cans. When I got to where I thought it was easy, then I was put in charge of a machine and it was then that my troubles began. A machine is small and looks easy to operate but there is something wrong about it all the time when you try it out. It might be a can with a small dent that would cause it to fail to label by missing the glue wheels, or it might be a damp, sweaty can, or a greasy one, and sometimes the cans are not of the temperature for which the glue is set. The source of trouble might be with the labels. Some labels will lose their glaze and others will not stick even though the glue is of the right temperature for the can.

Some labels are not cut just perfectly and often some have raised letters which cause trouble. And still there are other causes of trouble that are not so nice. Therefore, labeling is not as easy as it looks after all. At least I have not found it easy in spite of my eleven years' experience with one or the other of fourteen different machines.

There is one thing more that I would like to say about my experience with labeling, and this, I think, will interest all Columbiaites.

At one time I worked with a group of boys and they got along well together. Then, five years ago, when I came to the Columbia I had to work with a group of girls which seemed a little strange to me. At first I thought the girls were very slow as compared with boys, but now I do not think so. They have certainly improved and it seems to me that they are about equal with boys. No one can tell much about what the girls can do until we get a rush order which has to be labeled and sent out by a certain time.

One day we got a rush order for eight hundred and fifty-five cases and then established a record for labeling for we turned the whole order out in four hours and fifteen minutes. Some record!

Ralph Condon.

THE DAY'S BEGINNING

The beef trimmings which we use in making chili con carne has to be cut up in small pieces before we cook it. This is done by putting it through a machine containing circle knives the day before it is used. But before these trimmings are put through the meat machine each piece of meat is inspected and all pieces of bones, gristle and pieces of skin are cut out by hand. The amount of meat we use in a day's run of chili ranges anywhere from 3,000 to 9,000 lbs., depending, of course, on the number of batches we run.

When the clock strikes 3:00 A. M. the meat for chili is started to be put on.

So many batches are placed in each kettle. While taking the meat out of the wagons and placing it in the kettle, water is turned on and so many gallons run to each kettle. By 4 A. M. the meat must be on or most of the meat must be on and at that time the steam is turned on and the meat begins to cook.

It is watched closely so that when it comes to a boil it may be skimmed. Great care is taken in skimming which requires five to ten minutes for each kettle.

Then the steam is turned down so that the meat will boil slowly and it is cooked in this way for approximately forty-five minutes.

When it is done the broth coming from the meat is pumped off and placed in a large header where a measurement is taken and it is divided equally among the number of kettles of chili soup which are to be run.

The meat has had time to drain by this time, and the broth is measured and so much put to each kettle, is now taken out of the kettle in which it has been cooked and run through an enterprise machine, which grinds it up into small pieces.

Then it is weighed and divided into batches and placed in wagons, one batch to each wagon. Then the meat is picked by women, who take out all pieces of skin and gristle that were missed by the men who put the raw meat through the meat machine. Then the meat is ready for the can. By this time it is 7:30 A. M. and the capping machines are started for the day's run.

John Roney.

DRAYAGE DEPT.

When I first started to drive for this company it was much more difficult than it is now. One reason for this was, I was not familiar with the different depots. At the Illinois Central and the Nickel Plate depots all of the goods can be unloaded at the same place, while at the Pan Handle and Big Four depots the goods for different cities must be delivered to the proper doors. There are about fifty-four doors at the Pan Handle and to a new driver it is often confusing to remember where to unload.

However, with time, a person soon gets used to this work and hardly has to stop to think which door to unload at. It comes automatically as any other routine work does.

It is a pleasure to drive on some of the days when the weather is favorable, but it can be one of the most disagreeable jobs there is when it is raining or when the ground is covered with ice.

The most pleasant part of the work on the truck is to have a rush order. The depots close at 4 o'clock and often times we do not get to leave the factory until twenty minutes till four and sometimes later than that. Considering the delay in waiting for a train or a stop signal, it takes all of the speed the truck can make to get to its destination by four.

Elvage R. Hendricks.

THE KERN FINISHER

Since I have been working at the Columbia Conserve Company, I find working on the Kern Finisher most interesting.

Throughout the plant the Finisher is known as the "Sieve," because of the work it performs. The soup contains mixed spices. It is cooked in large copper kettles and then runs through the pipes by means of a steam pump, which also pumps the soup into two large tanks known as "headers."

These "headers" are placed on a large platform above the Kern Finisher, each one holding about six hundred gallons of soup. The soup runs out of the "headers" into a pipe which carries it to the sieve. It is driven through the sieve by means of an electrically driven fan or brush and in passing through all lumps of spices are broken into very tiny particles, for the sieve is very finely built of thin wire and copper.

There is one flight of steps up to the platform which the girl who runs the sieve has to climb every ten minutes in order to stir the soups. To do this is most important because the soups have to be stirred thoroughly because otherwise they will stick or settle in the "headers."

Margie Knight.

STENCILLING

Since I came to the Columbia Conserve Company I have been engaged for the greater part of the time upon stencil work. Of all the tasks which I have performed in the Labeling Department I like stencilling best.

The following is a sketch of how the work is done:

First: I pick up two stacks of cases, each one consisting of ten cartons, and lay them on a bench. Sometimes they miss the bench and scatter in all directions.

Next: I take the stencil brush in one hand and stencil card in the other and stencil "Four Dozen No. 1" on the top of the case. If the order should be chop suey, or chicken a la king, a smaller case which holds two dozen cans would be used. On these cases the stencil would mark "Two Dozen No. 1."

Then I pick up the labels and give them a hurried glance to see if they have the number 573 on them. This number is our United States Government stamp number which all cans containing meat —except chicken—must have.

Some of the labels have the number 573 and some have not. If the label is without the number then a small meat label is pasted on with the first one.

The labels are then rubbed down in order to smooth them out for they tend to curl up after they become absorbed with paste.

After this is done I pick the cases up and stack them four high and place them upon the conveyor. The orders are separated by placing the first four cases forward.

Stencilling, like all others jobs, has its agreeable and disagreeable parts. To me there is nothing more enjoyable than keeping the conveyor covered with cases. Sometimes when there is not enough soup to fill an order or a rush order comes in, the cases on the conveyor must be pushed back or set aside. At times the line is hard to keep up as, for instance, when rush orders come in or when there are large orders requiring meat stamps.

I am trying to find a way in which many steps can be avoided. Perhaps, when Levering Evans begins his time and motion study, he may find a better and more efficient way of stencilling

Frieda Marschke.

COUNCIL NOTES

Special Meeting, March 9, 1928

Because the minor girls were needed more by the production department from 8:30 to 9:30 in the morning than from 4:30 to 5:30 in the afternoon, the Education Committee recommended that their class hour be changed from 8:30 to 7:30. This recommendation was accepted by Council.

Suggested by a particular case, the general rule was made that anyone wishing to take any part of their vacation to get married might do so.

It has been the custom that Council members wash dishes after the Council supper. For some time the "faithful few" had been performing this task. So Council passed a law that each diner should draw a ballot from a hat and those drawing numbered ballots should wash dishes that evening. So far the plan has been more than successful in that it has created amusement as well as efficiently divided the dish washing job.

The question of how best to care for our sick employees was introduced in this meeting. Should we pay just the salary of the absentee or should we pay the doctor and hospital bills as well? Should we insist on a member of Council following the recommendations of the chosen physicians? Should we insist on more rigid physical examinations than in the past?

The sentiment of Council was in favor of pursuing this subject further and Mr. Hapgood was asked to obtain information regarding company contracts for medical service including hospital service.

March 16, 1928

This meeting began with a series of minor business transactions. The discussion of the usual extra week's vacation for Council attendance—the number of meetings necessary being changed from fifty per cent to seventy-five per cent—brought up the question of Council attendance. It decided that the chair appoint a committee to interview members who had stopped attending recently in order to find their reasons for not being present. This was to apply especially to ones who had been regular attendants.

Special Meeting, March 23, 1928

A series of committee reports followed the approval of the minutes as read.

The Education Committee's recommendation that the three women employees

selected for demonstration work in Indianapolis be released for this work when arranged by the sales force was accepted.

The Shipping Room Committee recommended that Claude Pennington be transferred to that department from the Kitchen. This was sanctioned by Council.

The Education Committee brought up the discussion of sending representatives to summer school. Summer school, it was agreed, did not give an individual knowledge as much as it helped the student to further his own knowledge upon his return. It dug the foundations, as it were, and the benefit derived therefrom was determined by the building the student erected after his summer school work was over.

For this reason the Education Committee recommended that anyone we might send should have as one qualification sufficient eagerness to learn that he or she would be willing to continue studying on their own time afterwards.

Another qualification suggested was the desire on the part of the one sent to share with the rest of the group the benefits received. This work means active participation in our educational program. Final decision on this matter was postponed.

Special Meeting, March 26. 1928

Following a report from Mr. Hapgood that he had interviewed a prominent doctor regarding the possibilities of our new health program the meeting was turned over to a conference on efficiency.

The production department, it seems, had paid more attention to perfecting its efficiency than some of the others, and it was the duty of Council to jog the others into deeper self-analysis. The details of the discussion were not as significant as the attitude which the group is beginning to take regarding a nearer approach to scientific management.

Special Meeting, March 28, 1928

The Education Committee asked permission to receive applications for a scholarship to the Bryn Mawr Summer School. Council agreed to this and also expressed itself as willing to pay additional expenses in the case our representative should win the scholarship.

In order to make some definite arrangement regarding the expenditure for summer school attendance this year Council ruled that we spend an amount not to exceed $800.00.

After a four-day conference the sales department was ready to make an estimate of the business of the next five months. On the basis of this, and an even production schedule, the production department said it could spare up to five men to help in the sales work. The salesmen were to pick the men with due regard to production needs and the interests of the individual.

Special Meeting, March 30, 1928

Mr. Hapgood reported that he had obtained further information regarding advisable plans for increasing our care of health.

From several sources the suggestion was made that we begin by making arrangements for examinations and consultations looking toward diagnosis, and that the question of treatment be taken up as a later step. Council accepted this advise and directed the Health Committee suggest those who needed examinations.

In deciding the limits of our first step in this direction, the Health Committee was instructed to spend not more than a given sum over the next twelve months.

In the meantime it was to continue its investigation of company health arrangements and to report to Council.

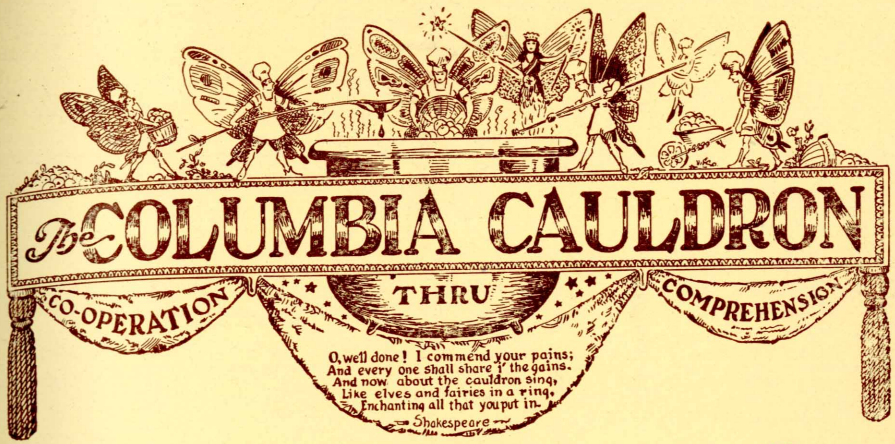
Every year about this time we receive requests for summer employment from students interested in our experiment. It was up to the production department to decide whether we had room for them. After very little discussion it was evident that our exceptionally even run this summer made extra help unnecessary until the tomato season, which begins around the last of August or the first of September. This precluded our offering students work with us between now and then.

The matter of when and how we should buy back preferred stock was referred to the Stock Buying Committee with the suggestion that we repurchase only when the holder of the stock is in need, and when the conditions of the business permit us to do so.

Mr. Albert Hines, with assistants chosen by himself, was instructed to study our program for the next five months with a view to shortening our working hours until the tomato season.

The sales force urged other members of Council to keep in touch with sales activities by asking questions in Council. To aid in this it was decided that a summary of the salesmen's weekly reports be posted on the bulletin board.

INDIANA STATE LIBRARY



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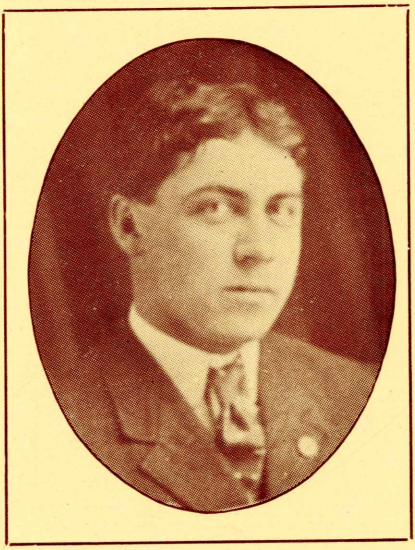

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

CO-OPERATION

Co-operation rests on the simple principle that we human beings need one another. In our present economic and social order, in which competition for profit seems to be the main driving force, this need is expressed in both negative and positive ways. The striving and battling of one force against another is the negative way. The manufacturer needs laboring men, the military man needs enemies, the merchant needs customers, and prosecuting attorney needs criminals. These are engaged in the great game of give and take; and in this bartering there is the desire to get more than one gives—to succeed, to win, to beat the other fellow. War is one of the negative factors. It is the outcome of artificial competitive enterprise of man against man. There is an ancient falsehood—much used by the promoters of militarism—which declares that it is necessary and natural and good for men to fight one another, that to endeavor to get the better of one's fellow man is the fulfillment of a primitive natural impulse; and, also that man has attained his present position by the overcoming and exploitation of others, this philosophy, that the domineering and brutal have survived, and the gentle and kind have perished, based upon an unscientific theory of evolution, is neither in accord with the facts of history nor with the established principles of biology. The dominant tendency is to be kind and helpful and sympathetic.

War is an unnatural creation brought about by antagonisms which have their beginnings in one group of men desiring dominance over another group. The old wars were plain robberies. Modern wars are for economic gain. But back of all war is the spirit of the robber which a competitive economic system has caused to grow in the blood of men. Factory owners, who pour raw materials and human beings into their machines for the purpose of grinding out profits, are brothers to the militarists who pour powder, shrapnel and young men into cannons and produce a harvest of dismembered corpses.

The positive expression of this human need might be called the co-operative way. Human personalities need one another; we need not only to be helped by others, but we need to help others in order that we ourselves may find the finest and fullest expression of life. We need the assistance and the challenge of fellowship with human beings—human beings who are also seeking the realization of a full life. The consciousness of kinship draws men together and calls for co-operation.

With what does co-operation deal? With clothing, shelter, food and all natural things that human beings want. And the most important thing with which co-operation deals is the human being itself. To supply this human being with the necessities for his best living, and to place human beings in a more harmonious relationship with one another are the functions of co-operation.

It is in the field of co-operation that the members of the Columbia are working together—not only with the raw material and finished products of a cannery, but also with our minds—our intellects. Without the latter we only turn out, as the finished product, soups, chili con carne, etc. But, with the latter, we are turning out human beings with greater richness and more happiness in their lives.

Co-operation sets people to working together, instead of pitting them against one another and against the boss or foreman. We learn to give and take in equal degree. In our co-operative industrial democracy the individual discovers that by working for the interest of others, he is working for himself. We discover that our fellow members in working for themselves are working for us. Everybody has a common interest. All are serving each—each is serving all.

"Hugh" Bogardus.

THE NEW FORD?

"There's something wrong. This gear-shift doesn't work."

"That isn't the gear-shift, Jack. It's —er—it's my knee."—Life.

EDITORIAL

No reader of our journal can afford to neglect reading a book published two years ago under the title, "The Democratic Way of Life": nor can anyone outside our ranks who cares one bit about democratic institutions afford to leave this book aside, if he desires to know what mighty thinkers long dead and those still living say of democracy and democratic life.

The author of the book is Thomas Vernor Smith, a professor of philosophy at the University of Chicago and the book itself is published by the University of Chicago Press.

Students of philosophy, no less than those others who believe in democracy as a philosophy of life, are indebted—deeply indebted—to Professor Smith and to the publishers for this little volume. For those of us who are engaged in a democratic experiment the book has a peculiar and particular value, so much so that one is tempted while perusing its pages to think that the author had only us and our problems in mind as he wrote.

A reader extolling the virtues of a book is frequently tempted to quote from its pages, and a book that urges one to quote from it is frequently deemed, by that test alone, to be a good one.

If that is so, then there can be little doubt of the quality of "The Democratic Way of Life."

The author treats of Democracy and its many problems from all possible angles and his handling of these is masterly and thorough. At no point is the book more helpful and illuminating than when the concrete problems of modern society are being discussed. There are whole pages devoted to a pointing to the goal but, what is more important, whole pages are given to showing how in present day difficulties with human nature at its present stage of development that same goal may and must be reached. Our author believes that human endeavor in the direction of creating a good life and a good society is derived from our early experiences in life, those years wherein we know nothing save the loving care and close and affectionate attention which our parents and family bestow upon us.

He thinks all urges after a better, more fraternal social order spring from the desire all men feel, a desire to create upon an universal scale a world where the atmosphere breathes of that air of affection which is ever a feature of one's family life. The desire is strengthened by the lessons life gives, by the common sense which teaches that, as Bagehot said: "The rudest sort of cooperative society, the lowest tribe and the feeblest government is so much stronger than isolated man, that isolated man (if he ever existed in any shape which could be called man), might very easily have ceased to exist. The first principle is that man can only make progress in "co-operative groups."

Thus man has gradually learned how necessary and desirable is cooperation in every form. "Oil is no more necessary to a locomotive than is a practical measure of fraternity necessary now to a continuation of our social life and indeed of any life at all," says Mr. Smith.

Of the great evil which runs throughout modern industry because it divorces the worker from having a sense of ownership in it, our philosopher uses strong, forceful, but very beautiful language.

Speaking of the workers and their part in industry as being montonous and grinding he adds: "There also is left lacking that which underlies all these, the right to develop personality through the joyous assumption of responsibilities in productive processes. Personalities are not handed down, they are grown; and the poor are denied the soil necessary for their nurture." How true and how sad!

In speaking of wages and of leisure, we are told that a democratic organization should aim not at a similarity or sameness of incomes—but, at two distinct objectives—first, that no one have leisure except upon the discharge of a productive function, and second, that no one have a superfluity until every one has a wage adequate for life and growth.

It is gratifying to have a philosopher tell us these things for, in our own rather burdensome way, we have also thought and believed these to be our objectives.

It is, however, in his fifth chapter that our author is at his best; there he writes of that most fascinating aspect of democratic life—Democracy and the day's work.

Here he returns to emphasize anew the great need all human beings must feel in wanting to work for ends which they understand and of which they approve.

In men's lives the jobs they perform are all important and men and women are happy or unhappy just to the degree they like or dislike their work.

"The day's work—and the distribution of its products furnish—the meeting place for economics, ethics and politics," says our author—to which he adds his opinion concerning liberal and forward looking experiments like our own. These he praises unstintingly calling them "bright flashes in the feudalistic darkness of industry as a whole," and urges upon them the need for broadcasting their beliefs and making known their success, to men and women everywhere, for, he counsels in these words, "The success of every promising experiment in realizing the good in concrete living is conditioned by the universalisation of the experiment." One is tempted to go on making excerpts from this most valuable book, it is so full of apt statements.

From cover to cover it rings with truth just as these truths are clothed in the most beautiful language.

Perhaps, enough has been said to urge our readers to get this volume and to read it. It will repay much trouble in getting and much effort in reading. May we get some more books from the same pen.

AT THE COLUMBIA

The first thing that really impressed itself on my mind when I began work at the Columbia Conserve Company was the system under which we work. I had read some on the matter and often thought seriously about it, but somehow I always decided that it was only a dream that was not likely to be realized. Therefore, I started in here with a great amount of interest as to how it would affect the people and just how it would work itself out.

Before I came here to work, I had been employed in shops where they had autocratic rule. If you were told to work overtime, that meant to work without question. This often caused more or less dissatisfaction. So one day when the word was passed around here that we would work that night, I took pleasure in watching the expressions on different faces and I could not help but notice how different they were from the expressions I had noticed in other factories. Everybody seemed to feel that the work was there to be done and that it was each and everybody's responsibility. I did not see one sour face. Everybody seemed to take just as much interest in things as if the whole factory belonged to them.

I noticed the kindly spirit which prevailed among the employees. As I looked around me I wondered who the person or persons might be who had judged human nature so well, in selecting just the class of people that was working here. Of course, that was before I had sat in a Council meeting and I didn't know how they selected their help.

This also was a surprise to me. It did seem wonderful that the employees should have a vote in the management of the business, actually be asked to express their opinion on things under discussion. It seemed like a large family with everybody working for each other's interest, as well as their own.

I could not help but notice how concerned every one was if some one happened to be sick. And how anxious they seemed to be of help. It seemed very nice, indeed, that the employees could cooperate to the extent that the sick should receive their weekly pay just the same as if they were at work.

Another thing that surprised me was the fact that the salaried help should receive three whole weeks' vacation with pay, in order that they might be rested before starting in on the busy season.

I was interested, too, in the way everyone "put their shoulder to the wheel" at work as though it was the greatest pleasure, not only with their own work but with that of everyone else who seemed to have a heavy load. Even the Superintendent and the President of the firm put on their work clothes and worked right out in the pulp house, just as hard as they could work. That certainly seemed democratic. The thought occurred to me that you would not find one man in a thousand who would be willing to give all his time, strength, energy, mental power, and everything else he might possess, just to show how successfully this plan can be carried out.

In other factories there always seems to be a dividing line between the office employees and the factory employees. That is not so here. The fireman is just as necessary as the manager. I have been working here almost two years and I am just as interested as I was the first day I came. Because each day and each week the truth is unfolded more and more. I could write on and on in relating experiences and things that have impressed themselves on my mind, but I always arrive at one conclusion. That through cooperation this system can be

successfully operated to the good of all concerned.

I cannot see for the life of me why every one else cannot see how much better it would be for our nation to have its industries governed by the same system for the benefit of all, where every one could have an equal opportunity.

Nellie Gray.

FOR THE CAULDRON

Boston, Mass.,
United States Hotel.

To Our Customers:

With this issue we are placing the names of many of our customers on the Cauldron mailing list with the hope that the articles which appear in it from month to month will help them to understand more clearly the system of government under which the employees of The Columbia Conserve Company live, the effects of that system upon the lives and accomplishments of our workers, and through them the effect upon our customers. All thoughtful and observing people, no matter how they may be earning their living, realize that there are other factors in our industrial life today than the economic ones. Business can no longer devote itself exclusively to problems of production, sales and finance, but must more and more consider the sociological and psychological factors involved. In any and all activities with which men and women are concerned these factors must be considered, and with increasing thoughtfulness.

Experiments with people are even more necessary than experiments with things. It was because the major stockholders of The Columbia Conserve Company believed this that, eleven years ago, they decided to use their business as a laboratory to study human relations in industry. To a very great extent we have explored new paths. Frequently we have been confused and at times somewhat discouraged, but as the years have passed we have noted a steady improvement in our understanding of all three factors in our business—economic, social, psychological. We are endeavoring to make a synthesis of these three factors so that they will fit together, each one helping the others to function to the best advantage of all three.

We are confident that we have made progress in this direction. You, our customers, are acquainted with what we have accomplished over a period of eleven years in the matter of qualities and prices of soups and chili con carne under your labels. At the same time that we have given you better goods and lower prices we have prospered ourselves.

It is our firm conviction that we have done these things in a great measure because our system of government brings every employee who wishes into intimate relations with the problems of the business, and thus stimulates him both in body and in mind. As a result we do more work and do it better, and think more effectively about new methods to improve our work.

With reference to the other factors, the social and psychological ones, we think you will become intimately acquainted with them by reading the issues of the Cauldron as they come to you, because it is with those factors that the Cauldron deals.

Perhaps from time to time you may wish to ask questions about events described in the Cauldron. Do not hesitate to do so, and we will reply very frankly.

Wm. P. Hapgood.

THAT'S EASY

The office manager had forgotten his penknife, and everybody else, it seemed, had forgotten theirs. He called Tommy, the office boy, who fished from his pocket the desired article. "How is it, Tommy," asked the manager, "that you alone of my office staff seem to have your knife with you when I want one?"

"I suppose," replied the boy, "it's because I can't afford more'n one pair of pants."

THE CHALLENGE TO DEMOCRACY

We live in an age wherein the term democracy is looked upon as being almost sacred. It is an age wherein few dare challenge the common man's right to govern, wherein almost everyone pays homage to the theory of man's right to self-government.

And, yet, one hears insidious sounds that indicate faint rumblings of discontent. Occasionally, the rumblings become louder, emerging as cynical protests declaring that we ordinary mortals are not fitted, are inadequately equipped for the delicate and difficult task of self-government. Skeptics of man's capacity to discipline himself frequently air their views, but they usually do it discreetly fearing to invoke popular disfavor. Such skeptics do not constitute a new species of individual; indeed, they have existed for a very long time and it surprises one very often to find that a reputed lover of democracy was or is fundamentally opposed to conferring extensive rights in the matter of self-government upon the common people. Such is one's feeling when reading the now somewhat hoary statements of the great politician, Hamilton, and particularly when one compares his philosophic ideas concerning government with those of his great contemporary, Jefferson.

The one man, Hamilton, was continually questioning the ability of mankind to govern itself and he did it with all the honesty and fervor which Jefferson exhibited in stating that pure, undiluted democracy was not only the best but the only lasting mode of government for civilized men and women.

Jefferson believed implicitly in the morality, integrity, honesty and ability of the common man; this belief alone explains his whole conduct and stands back of every fundamental idea which he ever expressed.

On the other hand, Hamilton distrusted the common man, the people—particularly the people's capacity to conduct business and government. His statement: "Take mankind as they are, and what are they governed by? Their passions. One great error is that we suppose mankind more honest than they are"; and, "The people are turbulent and changing; they seldom judge right or determine right," are illustrative of the great politician's innermost thoughts and ideas.

Hamilton believed in an aristocracy of intellect, in giving power and authority only to those whose intellectual powers indicated that they could use power rightly and intelligently. He believed that such an aristrocracy would be far less likely to abuse any power it held than a democracy, than the men and women which in his day composed the common people.

Since Hamilton's day democracy has had its many champions and its many critics—some of the latter very severe persons, who in their way have helped to keep our vision of democracy sharpened and clear.

At the moment democracy is being regarded with much disfavor in some quarters and in others it is viewed with sometimes deep and sometimes benevolent suspicion.

As a method of running industry it is, as yet, but in its infancy, and like most new things arising from new ideas it is not everywhere welcome, while occasionally one hears a stout and stalwart defender of autocracy uttering words which savor of a decidedly contemptuous attitude toward the theory.

In some contries democratic forms of government have vanished, in others it seems to be slowly but surely passing; in some it is being surreptitiously superceded by bureaucratic means of government—which appear to gain results more quickly and more easily.

In no country has democracy been so fully challenged and nowhere has it been more ruthlessly swept aside than in Italy, in a country with a teeming population of forty millions and a democratic tradition. We cannot afford to close our eyes to such a phenomenon as a national dictatorship over such a large area and over such a mass of vigorous people.

It is an ominous sign warning all people of how easily groups as well as nations may pass from a long cherished form of government and life to another form—at once reactionary and vicious.

We cannot help but wonder how the Italian dictator, Mussolini, would meet the problem or proposal to democratise industry. We suspect that he and his followers, the far-famed Fascisiti, would sneer at it as at an impractical dream, for they have no faith in the people of their own or any other country; they have faith only in themselves. The fourteen points, which appear to an American journalist to be the pivotal "principles" upon which Mussolini acts, throw a vivid light upon the autocratic temperament, and, it is not without significance, that so distinguished a writer and thinker as President Glenn Frank of Wisconsin, in noting these points, finds no occasion to criticise or condemn them.

The Mussolini list of principles smack of a worship of one thing—expediency, or the way to get at things, to have them done in one's own way regardless of what anybody else may want or think.

One of them is this: **You can do the most unpopular thing if you call it by a popular name. Everybody can read the label; it takes brains to study the contents.**

Another is: **A fair bargain always works out to the advantage of the stronger man.** And yet another reads as follows: **Don't give people what they want. Tell them what they want.** Such principles come only from a man who loves power for its own sake, one who

allows his fellow to live only upon terms made by himself.

Mussolini conceives of democracy as a doctrine based upon sentiment which will not work as well as autocracy—and if he believes this of government outside industry—what would he think of democracy as a means of running industry? Of course, he would laugh at it.

Every employer who believes in the autocratic running of industry shares to a greater or lesser degree in Dictator Mussolini's philosophy—and that notwithstanding his possible profession of being a democrat.

In industry just as in politics there are hundreds of Mussolinis, most of whom would be shocked if they were told of their affinity to the dictator. They are for the greater part good fellows, "regular guys," who mean well, and, when it doesn't hurt their pockets nor their sense of being powerful, often act generously and well.

These people and those others who, from an indifference to, or an inability to see the position such people occupy and thus fail to measure them, constitute a menace to democratic institutions and democratic tendencies.

We must learn to recognize autocratic leanings wherever they point; we must watch for them in ourselves as well as in others.

We must not fail to call such tendencies by the right name and to know how they are related to the philosophies of those who avow their faith in forms of life other than the democratic way.

The challenge to democracy comes from ignorance and apathy on our own part; given an alertness of mind and steadiness of purpose the common man must come to his own.

GUESS WHO WON?

Rastus, out in a boat with his best girl, Mandy, had been teasing for a kiss, but she refused again and again. Finally he became desperate.

"Mandy," he threatened, "effen you don't lemme kill yo' I'se gwine to upset dis here boat."

Getting home, Mandy told her mother all about it.

"An' did you let de genman kiss you?" her mother asked.

"Well, did you all see anything in de paper dis mawnin' 'bout two cull'ed folks drowning'?"—Magnolia Oil.

COUNCIL NOTES

April 6, 1928

The first order of business was the nomination of a new Educational Committee. It has been the custom for an election to take place every eight months, but the basis of the elections were not clearly defined. After deliberation it was decided that two new members be appointed at each election, replacing two of the old committee. In this way there would always be a majority acquainted with the duties required of the Educational Department.

In the nominations attention was paid to the desirability of having a representative committee. In the past a more than proportionate number came from the office.

The old committee members were Billy Hines. Homer Shelley, Ken Lucas, Ken Smith, Dorothy Nordholt, Chloe MeHarry and Levering Evans.

The nominees were: Gilbert Givan, Harry Schrougham, Eula Toon, Joe Watson, Glen Lipford, Genevieve Cain and Beulah McMechan.

It was moved and passed that Jack Evans and Levering Evans be permanent members ex officio.

For some time there had been some confusion in the granting of leave of absences. Some had been requesting that certain necessary absences be deducted from their vacations; others were allowed to be away and the matter of vacation was not mentioned.

A clear statement of Council's policy in the matter of legitimate absence seemed advisable. It has been generally understood that the matter of absences was up to the individual. This is one of the cases in which the group is farthest along toward the goal of individual cooperation. This point was brought out in the discussion of the subject. Council rephrased the former practice making it clear that necessary absences from work, whether for personal illness or the illness of members of the family were not generally considered a part of vacation. The individual, however, was left free to use his vacation as he chose. Howard Herner reported for the Health Committee that he had had another interview with Dr. Burkhardt. The latter expressed the belief that the company could make arrangements with the Long Hospital for examinations and care of such employees as needed hospital treatment.

Special Meeting, April 13, 1928

At this meeting the new Education Committee was elected. Ken Lucas and Homer Shelley asked to have their names withdrawn. The balloting resulted in the election of Genevieve Cain, Gilbert Givan, Joe Watson, Eula Toon and Glen Lipford. These, with the two Evanses as ex officio members, constitute the committee.

The next order of business called for the choice of "an executive." This occupied the most of Council's time for the next three meetings, and is recorded at the end of the less important matters of business.

Meeting, April 20, 1928

Aside from an intensive discussion of the executive, Council received reports from two of the sales force. Cornell Hewson related the most significant of his experiences in this the last few weeks of his sales work. During this period he had called on both the wholesale and the retail trade.

Mary Barron, our first representative as demonstrator in the retail stores of Indianapolis, described some of her humorous as well as her instructive experiences.

Special Meeting, April 27, 1928

There were only a few weeks left before our annual vacation period, so it behooved Council to decide the dates.

After some discussion, June 15th was set as the last day of regular production. Those who have been on salary and at work for a full year have three weeks which they usually take at this time. This is particularly true of the manufacturing department. Other groups, such as the office, take their vacations at odd times, so that a majority of the members will be on duty all the time. The office and order departments are at work over the "shut down" period.

For those who have not been on salary a full year less vacation time is allowed. For eight months, but less than twelve, two weeks; for any time less than eight months one week. Attendance at 75 per cent of the Council meetings allows a salaried employee an extra week. All vacations are on full pay.

When the vacation period was decided, Council set the day for the Annual Dinner, July 13th.

The rest of the meeting was devoted to the choice of an executive.

Regular Meeting, May 4, 1928

The meeting began with the somewhat unexpected proposal to appoint a new chairman.

For some time Chloe MeHarry's health has been far from good; the work of conducting Council meetings was evidently not improving it and the suggestion to relieve Chloe of this arduous work was received warmly and with that those who spoke expressed an eagerness to see "Madam Chairman" back with us and in good health once again.

By a very substantial majority Homer Shelley was elected chairman.

The request of the Y. M. C. A. at Detroit for a speaker to address them upon the subject of the Columbia and a request for employment from a Mr. Grandahl, late of Clark University, were deferred for consideration at our next meeting.

Next came the all important question of the choice of an assistant manager.

The trend of discussion concerning this matter is recorded in another article in this issue and, therefore, need take up little space here. Council's final action was to select three persons to the position. These were Levering Evans, Jack Evans and our Treasurer, Howard Herner.

The voting was as follows:

Levering Evans	49
Howard Herner	25
Cornell Hewson	13
Estella Franz	17
Dorothy Nord Holt	9
Jack Evans	45
Bert Hines	14
Wm. Hines, Sr.	9
Ken Lucas	10
Ted Yoder	2

The final ballot showed the following result:

Levering Evans	57
Howard Herner	34
Albert Hines	17
Jack Evans	49
Estella Franz	20
Cornell Hewson	12

As reported the first three, the two Evanses and Howard Herner were appointed as assistants. It was decided that Mr. Hapgood be asked to allocate the work among the assistants as he thought fit and that a report upon this matter be given to Council within two weeks.

Complaints were made at this juncture about the small number of people who were present at Council. It was expressed that in view of the fact that production had been suspended many more people should be at the meeting.

Foremen and women were asked to check up on people who were absent and report later to Council.

The next matter concerned our attitude toward new people, or wage workers now with us, being added to our salaried payroll. Finally Council asked Billy Hines, Bert Hines and Miss Franz to consult department heads and ascertain from them whether it was desirable and possible to transfer some or allow our wage workers on to the salaried payroll. This body is to report to our next Council and bring with it a recommendation.

In discussing insubordination, Howard Herner expressed his opinion that some of the younger employees were reputed to resent the leadership of the department foreman.

On account of a lack of definite details the matter was dropped.

Meeting adjourned at 5:30.

EXECUTIVE

About a year ago Mr. Hapgood asked Council for an assistant who would later take his place. The position had two sides to it; that of helping Mr. Hapgood by relieving him of some of the many duties he now performs, and that of being in training to take over his entire field of work in the indefinite future.

As a whole Council did not take the matter as of immediate importance, though some few spent a good deal of time on the subject. In the meantime, the pressure of Mr. Hapgood's duties became such that he was impelled to ask Council again that he be relieved.

The second request was put to the group about a month ago. Ever since then the matter has been uppermost in the minds of members either as the main subject of Council discussion, or as the major topic of conversation.

The first Council session on the subject devoted in the main to the question of whether a single individual or a committee would best fill the requirements. At the close the majority favored the selection of one individual as allowing quicker and more decisive action. No definite action was taken.

At the next meeting a list of the duties required and of necessary qualifications were placed before Council. The former included the following:

Handling personnel, arbitration between departments, coordination of different functions in the business, installation of more scientific systems throughout the plant; and, on the other side, furthering our cooperative goal, and interpreting us to outside groups. The duties judged most important by Council covered both fields: The installation of more scientific systems, including financial matters and furtherance of our cooperative enterprise.

The next step consisted of a discussion of individuals, and an attempt was made to measure their ability in relation to the duties outlined.

It was at this point that Council faced the dangers of personal prejudices and the lack of clear thinking. A clear distinction was made between the desire to honor long service, and the choice of individuals based on present and future fitness for the job.

After careful study, it became evident that there was no one individual possessed of the various qualifications necessary and Council turned again to the selection of a group. Temporarily the number was limited to three.

The three individuals were to be assigned to different duties, each being free in his own field and yet keeping in close touch with the other two on all subjects.

Council held the right to review its choice periodically and to make any changes it may think necessary.

By choosing several instead of one the decision of a successor to Mr. Hapgood was postponed and at the same time he was relieved of part of his work.

It is too early to judge the choice but it may be indicative of Council's ability to curb its own emotional desires that two of the three men selected were men who have been but a relatively short time with the Company.

SHAME, NOT DISCRETION

A bank takes on a number of young men during the summer. On their salary receipt is printed a legend something like this: "Your salary is your personal business—a confidential matter—and should not be discussed."

One of the new boys, in signing this receipt, added: "I won't mention it. I'm just as much ashamed of it as you are."

"A head filled with knowledge is like a barrel; not of much use until it dispenses its contents."—Bernard Hollander.

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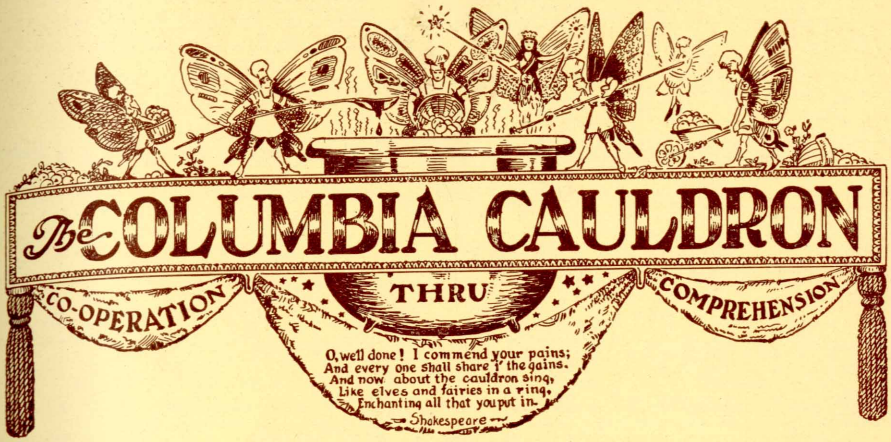

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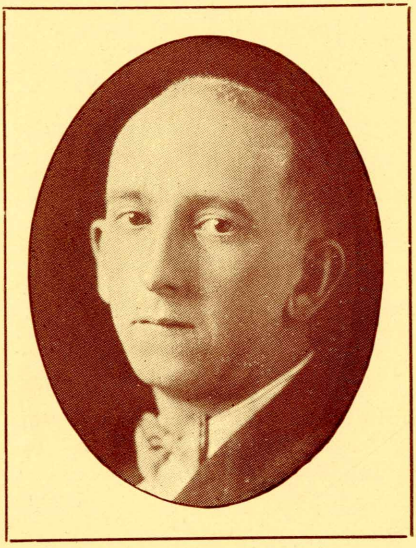

MR. HOMER SHELLEY
The New Chairman of Council of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE CALL OF INDUSTRY

The unquestioned spirit of unrest in our present industrial order challenges the thought of all earnest minded young people.

A spirit of unrest is not a danger in itself. It probably will lead toward progress; the danger rests in the underplying cause of the unrest. What is it in industry as now organized which causes this condition? If we attempt to analyse this restlessness we find it prevalent not alone among the workers in industry, but also in the ranks of those who own and control industries. There is little doubt that this situation has been aggravated by the recent World War.

It has called forth some constructive thinking as clearly evidenced in the impetus given experiments in industrial management.

There is now an ever increasing number of groups, called into being under various auspices, discussing industrial problems. In the main these discussions center about the age-old problems of wages, hours and working conditions. However, we are hearing more and more about management and how much labor should share in managing the industry of which it is a part. This new tone has brought to the surface a problem which appears to be most fundamental. It centers in the complicated human relationships in industry. That is, the ordinary, commonplace, everyday, human contacts in our working world.

It is in this problem that the special challenge to young people lies. We must be unwilling to condone the present gross inhumanity in our present industrial order. Too long have those who controlled industry been content to regard the human elements in production as unfeeling machines. Things—to be quite easily cast into the scrapheap when old and worn out. There does seem, however, to be a gleam of light in a trend towards a clearer recognition that even the unskilled worker is a human being.

The experience of those who have labored with their hands in close contact with the work proves that workers desire not so much to control industry as to have a reasonable share in its control. Much is being said about Labor wanting to run industry and is being heralded as a menace. The generally accepted conception is that Labor is unable to handle the problems of management effectively. It is true, however, that the thinking leaders on the managerial side of industry have sensed the underlying cause of the unrest and today we find a changing mind toward human relationship in industry. This trend is in its infancy and it now needs thinking young people who will throw themselves into the situation in a very real way.

Upon the young people rests the responsibility of ushering in a new day in American industry by entering into and making better, through everyday contacts, the human relations in industry.

Conferences and discussions may be helpful but too frequently they are merely vents for emotional enthusiasms. At times we are inspired by them. Inspiration is a thrilling thing, but minus perspiration it is too likely to become a futile affair.

Thinking young people to feel the thrill of the human contacts in industry must get into the game and work shoulder to shoulder with the men and women there. No one today need go far afield to work out problems of race, nationality color or creed. They all exist in American industry and the door stands open. Can the human relationships in industry be made better? Can Love and Brotherhood reign in industry?

The writer looks confidently to the future, believing that a better working world in which to live must be grounded in finer human relationships. It is quite apparent that the new industrial order will not be realized until proper foundations have been built.

These foundations can and must be built by young people who are willing to throw themselves under the surface of industry. The experiences gained in these closer contacts will lead to a more rounded out ability for leadership in later life. A leadership so grounded will make possible the new industrial order.-

C. Hewson.

EDITORIAL

We are all perplexed by many problems. This should not grieve us. We all seek relief from our perplexities, but, the way in which we do this is a matter of great importance to us as well as to others. Some there are who fail to recognize the character of the problems which set their minds so ill at ease. Others there are who although having knowledge of a problem find the effort at solving it too great to be undertaken and seek refuge in a sweet forgetfulness. Some there are who, meeting a problem, have their minds and wits challenged and, at once, they set themselves the task of understanding it, of analysing and examining it, and, then, by means of a reasoning process, endeavor to solve the problem.

Such minds are uneasy under the strain of not knowing a thing when once it has come to their notice.

They cannot take refuge in forgetfulness, and certainly they find no satisfaction in being half informed; nothing short of complete understanding gives ease to such minds, and this they seek continually.

This seeking after truth, this unquenchable thirst for knowledge is the outstanding characteristic of the educated man or woman.

To create this attitude of mind is precisely the aim of all liberally minded educators. Of course, there are other characteristics which a man of education will bear, regardless of whether he is the product of a college or university or is merely a working man. Some of these other features may be enumerated, they are many in number, and we can only afford to select a few.

Be their number whatever it may, it is certain that their worth to the individual and society will be great or small in direct proportion to the degree of open mindedness, of genuine thirst for knowledge which characterises the individual's mental attitudes.

One could make a series of statements indicating in some way the standard which is set in modern times by all who think of human intelligence as man's most treasured instrument, and who think its training and development is man's most onerous and sacred duty—as the qualifications for admission into the ranks of those who are truly educated.

The educated man will read books, as well as newspapers and magazines, and they will not bore him. They will stimulate him and inform him—they will enrich his mind.

He will read books and will form a definite opinion of their contents; and he will read books quite irrespective of whether he agrees with conclusions drawn by the authors or not.

He will write and find little difficulty in committing his ideas to paper. He will find writing a delight and not a burdensome or irksome task.

He will talk clearly and accurately to one or many persons; he will not flounder or be made ill at ease in discussion.

He will follow the varied threads of conversation with understanding and interest; he will listen attentively and be challenged by the ideas which emerge from the talk of others. He will distinguish between fact and guess work. He will have a keen sense for reality—knowing truth as opposed to fiction.

He will understand in a short time what implications a fact carries with it; he will know the value to be given to facts.

He will be sensitive and discriminating; he will respond to things beautiful and be repelled by the ugly. Truth will attract him and error will repel him.

And—there are other features which mark the man of true learning, but we have said enough to make us all feel our shortcomings, to feel how far short we fall of being in that full sense—educated persons.

Still, however much we may deem ourselves behind in such accomplishments, we must not be discouraged.

Men and women have become educated by long, patient effort, beginning with simple things and only moving to more complex things by gradual stages.

We all want to be regarded as educated; most of us genuinely want to be educated, but, many of us, too, fail to appreciate that the process is a slow one, and that, after all, much more depends upon ourselves than upon anyone else in this matter.

Someone has said that ignorance is bliss; it blinds us and we fail to see the many troublous things around us. It often enables us to forget troublous and vexatious matters and we may take pleasure in our ignorance.

Someone else has said that knowledge is power, having it gives us an ability to understand the world around us, to understand nature and life—and this same understanding enables us to solve our problems of whatever nature they may be. This ability, based upon knowledge, is just what the world lacks.

Its misery is, in the main, due to ignorance, and ignorance is an attribute of men without the thirst of knowledge which leads to learning.

In a great measure it is upon the growth of men's knowledge and the banishment of ignorance rests the fate of mankind and the world.

In even greater measure does it rest upon a growth in the number of men and women who may be properly called educated; a growth in the number of men and women with alert and open minds, men and women who think critically and constructively concerning all things that bear upon life.

We may do much to qualify for entrance into the ranks of the truly educated. It is really worth while—from a personal as well as a social viewpoint.

FOR THE CAULDRON

Boston, Mass.,
United States Hotel.

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Experiments with people are even more necessary than experiments with things. It was because the major stockholders of The Columbia Conserve Company believed this that, eleven years ago, they decided to use their business as a laboratory to study human relations in industry. To a very great extent we have explored new paths. Frequently we have been confused and at times somewhat discouraged, but as the years have passed we have noted a steady improvement in our understanding of all three factors endeavoring to make a synthesis of these three factors so that they will fit together, each one helping the other to function to the best advantage of all three.

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Wm. P. Hapgood.

The above article was printed in our last issue. It is one meant for our customers as its title and contents indicate.

We reproduce it this month because many of our customers did not get copies of the May issue due to an inadequate supply coming from our printers. Editor.

THE OPINIONS OF CHIN MEI WU

The greatest enemy of mankind is misunderstanding. It is the root of all hatreds, conflicts and wars. This is true of international policies as well as of industrial relations.

The Columbia Conserve Company has for the last eleven years been carrying on an experiment in industrial democracy, and has offered ample opportunities for mutual understanding and gen-

uine cooperation between its employees; this it has done to a greater extent than in any industrial organization or gathering of which I have any knowledge.

I am happy to know that there is at least one business organization in America where there is no class struggle, but where a sincere attempt is made to seek the truth, and thus provide a basis for mutual cooperation.

The Council, the supreme authority of the organization, is composed of all workers of the Company who meet on the common ground twice or more times per month to discuss the business policies and the welfare of the workers. In the Council meeting every worker is urged to express his or her own opinion upon every matter which is brought up, and to vote for what he or she thinks is the best for the organization. The Council usually grants everything requested by its members which is reasonable as indicated in the frank discussion.

From time to time the Council has learned to assume more and more business responsibilities. When Council members really understand the soup business, and are capable of running it themselves, they will be ready to take possession of the entire business. This is the ultimate goal of The Columbia Conserve Company.

The Council has recognized that the success of democracy depends upon intelligent group opinion; it does not rely upon force. The great question is, how can such intelligent opinion exist? The answer is, by giving freely all information concerning the company and what it does.

For this reason the educational department was created by the Council with the main purpose to teach the workers some elementary economic principles of modern business, and various cooperative plans which have been used both at the Columbia and other factories in the country.

Beside this, all the workers are encouraged to do their own study, for self enlightenment, along the line of personal interest, and the educational department is glad to assist anyone as far as the department can afford it. To find a satisfactory method of teaching the workers to understand the cooperative side of the business is one of the Columbia's most important problems.

The Company gives its workers as much protection as business conditions permit. Every worker is guaranteed a steady job with a living wage.

When the Council adopted a pension system and increased the marriage differential to a minimum of $28.50, it put Christian ideals into practice. To sum up, there are six industrial ideals practiced at the Columbia. They are:

(1) Workers participation in management, (2) guarantee of steady work, (3) pension system, (4) care of sick, (5) maximum and minimum wages, (6) education. The company pays the highest wages and grants the longest vacations to its workers in the canning industry of the world.

For one year within the four walls of The Columbia Conserve Company, I had the opportunity to see the experiment in operation, for which I am grateful. I feel thankful to Mr. Hapgood and to the employees of the company for giving me the chance to work there and to share the benefits and spiritual fellowship of The Columbia Conserve Company.

I shall carry the spirit with me wherever I go, and I shall certainly take it back to China. May we hope that the effort of The Columbia Conserve Company in carrying on the experiment in industrial democracy will prove ever more successful. I wish to extend my hearty sympathy with all who are working for the plan, and hope for the earliest attainment of the final goal.

The foregoing is an interesting note from the pen of one who became familiarly known to all at the Columbia as "Jimmie Wu."

It reveals the fact that in spite of the great difficulties of language and race, this student from the Orient learned much from us. He, in turn, may have taught us much. One thing at least his association with us has done—it has shown us very clearly how much alike are the aspirations and ideals, ambitions and aims of all peoples—irrespective of race and color. When men and women meet on the common ground of reason and intelligence—differences recede and understanding emerges.—Editor.

AT THE COLUMBIA

It won't be long until I will have been with the Columbia Conserve Company for four years.

During that time I have had many varied experiences but in recalling some of them I believe that Council Meetings are the most interesting.

Before I began work here I had heard that the plant was run by a council made up of the entire force, but it was not until I attended one of the meetings that I got a clear understanding of what that meant. It was very surprising but none the less interesting.

Although not much of a talker myself, I really enjoy the opinions expressed by others and get a lot of good out of each of them.

Having always worked under the capitalistic system before, I can readily see the fine points of a cooperative system, and cannot see why we cannot succeed under cooperative control.

As I understand it, we are simply controlling ourselves and that should be easy to do.

The salary key which we are working on and represented by the many letters and figures put on the board from time to time, sometimes has me going, but I hope I am not retired before it is completed.

During my years with the Columbia I have worked in practically every department in the plant, but I prefer the mechanical department as it is the most interesting to me.

I am looking forward to our three weeks' vacation and think that we shall all feel equipped to go through the busy season afterwards.

I believe that if we confine our production wholly to tomatoes and not try to do too much with other products, we can go through the season without having any extra help which we are all hoping can be accomplished. J. Watson.

MY IMPRESSIONS

I do not write very often. I find it difficult to put my thoughts on paper.

My being asked to write my chief impressions of the Columbia causes me to make the effort and I hope it will prove worth while to myself and to readers of the Cauldron.

I have been at the Columbia for over five years and in the many experiences I have had during that time, I find it difficult to decide upon what things have impressed me most deeply.

The two outstanding aspects of our whole plan which appeal to me and which I think to be important are first, our Health Committee, and its work, and, secondly, the Education Department.

Almost all business organizations show some concern for their employees' health but, usually it ends with the worker being able to attend work and perform it effectively.

I know of no organization in industry, except the Columbia, where employees are continually urged to consult the company doctor, who attends the plant daily, whenever they feel the least unfitness, and then to go further and consult a specialist, go to the hospital for observation, treatment or even to undertake a minor or major operation—all at the company's expense while the patient continues to draw his full salary.

The committee dealing with our health does not finish its job when the individual is in the hospital, but it keeps a watchful eye for his general welfare and progress and reports whatever it finds to the group. I think we are just beginning to appreciate what our employees are doing for others and how beneficial is this group protection which we all receive.

We had a fine example of the conduct of some of our employees when, last week, one of them—a member of the Health Committee—got up from bed, where he had been indisposed, to see to it that another employee who was seriously ill was taken to the hospital and treated. The Health Committee member's action may well prove to have saved our sick colleague's life.

The work of the Education Department is just as outstanding as that of the Health Committee, but, of course, in a different way.

I don't know of another organization in all America where opportunities for education are given so freely to—almost thrust upon—employees as is the case at the Columbia.

Every phase of the business is willingly explained to any employee who cares to ask questions or otherwise shows an interest.

Every worker is urged to attend Council where all business problems are discussed. But, education doesn't stop there. The company has gone so far as to employ an Educational Director, and doing so has gone even abroad to get the best fitted person for this work. It also gives opportunities by means of daytime classes (held on company time) where the employees may get instruction in social and industrial subjects. There are also special classes devoted to the training of five minor girls whom the company employs.

Group interest in education is shown by the interest created among employees and the cooperation given to the Education Department in its work.

When Mr. Jack Evans, the Educational Director, had to return to Wales last fall in compliance with our immi-

gration laws, Mr. Levering Evans, of Yale, a new employee who came to us for other work took over the charge of Education and handled it very capably until Mr. Jack Evans returned last March.

These things may not impress all people. Some may say they are just the things to which all human beings are entitled. If so, I agree—but, the point is —where, besides the Columbia, can one get them? Just because they do not exist elsewhere I regard them as outstanding—and I, for one, certainly appreciate them.

Homer Shelley.

COUNCIL NOTES

Meeting of May 11, 1928

This meeting was called to order by our new chairman, Homer Shelley. His first act was to appeal to all members of Council for cooperation in the conduct of meetings. Homer felt that a fairly difficult task had been placed upon him, and in performing it he will need and get the assistance of all Council members.

Next business was a request by Levering Evans that a girl be released from the plant to work on statistics in the newly created Research Department.

This was granted for a period of six months, and the position was filled by Dorothy Steele.

At a previous Council meeting a committee of three persons, composed of Estella Franz, W. H. Hines, and Albert Hines was elected to consider the problem of whether we should retain or release some or all of our wage workers.

The committee's report was given at this meeting. It was as follows: We recommend that:

(1) Claude Pennington be considered for position on salary.

(2) Pearl Neddo, Dorothy Walker and Maude Malcolm be considered for position on salary.

(3) Jake Miller be retained on wages for the present.

(4) Charles Martin, Mary Long and Cecilia Finnigan be released because of insufficient work to retain them at present on wages.

This report was read by the chairman and after some little discussion, it was accepted by Council. The persons recommended for salary were next discussed in the order of the recommendations.

Claude Pennington, Pearl Neddo and Maude Malcolm were each accorded the new status of being salaried workers without difficulty or disagreement. Dorothy Walker's case brought forth considerable discussion in which the minor girls participated with much freedom and candor.

It seemed that some friction existed between the person under discussion and the minor girls, and the latter group thought Dorothy was too fond of "bossing" them about.

Strangely enough, none of the other employees thought so. Finally, the matter was disposed of by a vote wherein sixty persons voted for the committee's recommendation and six against.

In Jake Miller's case it was agreed that he remain temporarily on wages.

Council next dealt with the question of persons who made it a practice to leave meetings at recess time. To do away with this it was moved and seconded, that attendance at Council before recess only would not count in the attendance record. The motion was carried.

A fairly lengthy report given by Jack Evans on behalf of the Education Department was considered next.

A new Education program was outlined, the chief item of which was based upon the Department's belief that much better and greater progress would be made in educational matters if attention be focused upon a selected group of our employees composed of those who showed greater intellectual promise and whose inclination and interests indicated that they would make a personal effort to become informed and trained in certain directions. The department asked Council for the authority to make such a selection. This was granted.

It was further asked that Council grant to those persons selected, or persons who volunteered to undertake educational work—an hour a week in which to attend classes.

This request brought up the question of whether we could afford to release our wage-workers at a time when it was proposed to give time off to other workers for educational purposes.

Attention became drawn away from the immediate question of education, and releasing of the three wage-earners occupied most of the time. Finally, after a lengthy discussion, it was decided to refer the matter of releasing our wage-workers until the next meeting.

The education department's recommendation with reference to the selection of individuals for class work was accepted by Council, but the further matter of granting an hour a day in which to hold these classes was referred to the next meeting.

Regular Meeting, May 18, 1928

After disposing of several requests for a leave of absence, Council took up the report of the Education Department. The report stated that the Education Committee had made a selection of some thirty-eight employees and that the list would be placed on the bulletin board. Persons whose names appeared in the list were asked to show their approval of being selected and their readiness to attend classes by placing their initials opposite their names.

If anyone whose name did not appear on the list desired to attend the classes, then he or she was at liberty to place his or her name on the list. Anyone doing so would be made very welcome by the department. Following upon this report the question was raised as to whether the minor girls would be invited to attend the adult classes.

It was agreed upon that the minor girls be allowed to attend senior classes if such attendance was approved by the educational director. The report was accepted.

The matter held over from our previous meeting concerning the release of our wage workers was next brought up by the chairman.

Discussion centered around the interpretation given to the committee's report.

The main question brought up was—what were the committee's reasons for recommending the release of the three wage workers? Was it on account of our not having enough work at present or in the immediate future to justify our keeping these workers on our payroll? Or, was it because the committee felt that the three persons in question were not fitted to be permanent members of our organization?

There was much misunderstanding in the mind of Council. Some thought that the question of work was the major consideration. Others thought it was wholly or nearly wholly a question of the individual's fitness. The committee mind—as was proven by later statements evidently had both considerations in made by its members.

After a very full discussion of both our responsibilities toward our wage workers, and the qualifications of the three people under discussion, it was decided to release them as recommended by the committee. Bearing upon the very important question of employment, Council's attention was drawn to the work of the young men who have recently joined us, and who are now working in the sales department. Their work seems to be very satisfactory, and indicates that we should take advantage of any promising man or woman who may offer to come to us. The opinion was expressed that this should be done even though for a time any one department may have more men on its hands than it actually needs.

This led to the discussion of the outlook for production and sales for August and the fall. It also brought up the question of an application for work with us made by a Mr. George Grandahl of Maynard, Mass. Grandahl had been recently expelled from Clark University for what is termed insubordination. He appeared to be a strong, independent thinker and had expressed a desire to devote his energies to the problems of industry.

After discussing the application, it was decided to table the matter so that the Education Committee might have time to investigate the matter further.

Before the close of the meeting a little talk centered around the question of our afternoon Council meetings. Eventually it was decided to continue the practice of holding our meetings on Friday afternoon and everyone was asked to tighten up a little so that that be possible.

May 25, 1928

The first order of business at this meeting was the reconsideration of the question of time for Council meetings. Because of certain difficulties which seemed to present themselves there had grown up a feeling among some members of the group that Friday afternoon meetings were not very practical in so far as certain kinds of work were concerned, these were either neglected or done badly. This opinion was not shared by a very great number and after some discussion upon the matter it was decided that our meetings continue to be held on Friday afternoon.

The difficult but not very important problem of washing dishes which sometimes causes disagreement was disposed of by our asking the chairman to appoint a committee to regulate this matter.

It was decided at this meeting that we continue the practice of paying two weeks in advance to those members of our group who resigned their positions. There was some but not very much opposition to this motion and the merits and

demerits of the proposal were very thoroughly discussed. The matter of some departments requiring assistance from time to time in order to cope with their work which often happens as a result of sickness or a rush period was brought before Council by our treasurer. Council instructed that the head of any department, finding itself thus situated, call freely upon other departments for assistance. This, however, is to be done through the medium of the Educational Department, whose duty it becomes to choose workers in cases of emergency. Mr. Hapgood's resignation from the salary key committee, due to pressure of other duties was accepted by Council and Jack Evans was added to the committee as a result of a recommendation from the committee itself. The executive committee, which was recently formed, gave its first report to Council, Mr. Hapgood speaking in its behalf. The main points contained in the report were: The assignment of duties to its members, these having been made by Mr. Hapgood, and, mention was made of the present deficiencies they were finding to exist in the committee itself.

Jack Evans is to continue as head of the Educational Department and to have charge of personnel relations. Levering Evans is to take over the development of the statistical work in the newly formed Research Department. He has already done considerable work with reference to sales figures and is still working upon them. It is planned that later on he shall resume his work in the plant in the matter of time and motion study. Howard Herner was given no new functions because of the very heavy load which he was and will continue to carry in his own department. He is, however, to sit in on all Executive Committee meetings to give his guidance and advice upon matters of general concern to the business. It was felt by the committee that no one on it, with the exception of Mr. Hapgood, had sufficient knowledge of sales problems and, further, that all members were inadequately informed in matters bearing upon production. In order to remedy these defects the committee recommended, and Council accepted, that Albert Hines be added to the committee, and that Mr. Hapgood continue to do service on behalf of the sales department.

Next came the report of the Health Committee through its chairman, Howard Herner. The cases which had occupied the committee's attention for some time were Rose Cameron, Albert Armstrong and Ralph Condon. Howard touched upon these persons' progress toward recovery, and the part played by the committee in bringing this about.

Another member of the committee, Miss Franz, reported on the cases of Dorothy Beckett and Belle Davenport.

The only case calling for special attention was that of Ralph Condon, whose relationship with the committee had been somewhat unhappy on account of a misunderstanding between himself and members of the committee. Ralph seemed to feel some resentment against the committee's attempt to assist him on the grounds that he thought its members interfered unduely with his affairs, to which he added a belief that the committee had been somewhat tardy in handling his own case. The committee's reaction was that it felt grievously hurt by what seemed to them to be Ralph's ungratefulness for the assistance they offered. The whole of the employees' responsibilities and duties toward the committee came up for discussion and a very substantial majority of those present believed that Ralph's conduct had been unreasonable, for reasons best known to himself.

In order to protect the group against such situations arising in future it was agreed by 65 votes to 4 that any employee not willing to comply with the committee's recommendations and the same time being unable to follow his employment forego his right to his weekly salary which included also any allowances that he be entitled to. The Health Committee's report was accepted.

The Educational Committee's report on day-time classes which included granting to the selected employees time off to attend classes was given by Jack Evans and was approved by Council. The request for employment by us by several persons which had been turned over to the Educational Director, were next reported upon but nothing was done in the matter because of insufficient information and Council instructed Jack Evans to secure further information in order that decisions might be reached.

Lena Eilering was unanimously appointed assistant to Mrs. Davenport in the kitchen.

Several requests for leave of absence were dealt with at this meeting and all were granted.

A motion with reference to our annual meeting, that we serve light refreshments to all present, was carried after which the meeting adjourned.

MOST OF THEM ARE

"Is Mary shy about telling her age?"
"Yes, about ten years shy!"

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 2 **JULY** **No. 6**

MISS EULA TOON
Label Room Leader of
The Columbia Conserve Company

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v.2 no.6

INDIANAPOLIS

PRAYER

God, although this life is but a wraith,
Although we know not what we use,
Although we blindly grope with little faith,
Give me the heart to fight — and lose.

Ever insurgent let me be
Make me more daring than devout;
From sleek contentment keep me free
And fill me with a buoyant doubt.

Open my eyes to visions girt
With beauty and with wonder lit,
But let me always see the dirt
And all that spawn and die in it.

Open my ears to music; let
Me thrill with spring's first flutes and drums—
But never let me dare forget
The bitter ballads of the slums.

From compromise and things half done,
Keep me with stern and stubborn pride,
And when, at last, the fight is won,
God, keep me still unsatisfied.

—Louis Untermeyer.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

A NOTE FROM WAUKEGAN

It was with great pleasure that we received a brief note the other day from Mr. J. W. Barwell of Waukegan, Ill.

From reports given by Mr. Hapgood at various Council meetings, Mr. Barwell is known by repute, to most of our employes, as a very ardent believer in the principles of Industrial Democracy.

He is himself an employer of labor and has for some considerable time experimented with novel democratic practices at his own plant. He has been anxious to develop an organization within his business similar to our own, but thus far, on account of the lack of support given him by his executive assistants, no permanent, well-arranged system has been installed.

He is still hopeful of accomplishing the desired result and is continually urging his younger associates to learn what they can of industrial self-government and to prepare for the installation of a genuine plan in his and their organization.

We, of course, wish him every success and will always display a readiness to show Mr. Barwell, or another, anything and everything we can to extend and further the application of democratic principles to industry.

Mr. Barwell is a keen admirer of "The Cauldron," and it is pleasing to have him say so in his letter; of course he thinks very highly of our whole experiment, which is completely in accord with his own philosophy.

He believes that when it becomes time to write the industrial history of the period between the close of the World War and the present, our work at the Columbia will be given a very high place, indeed.

Mr. Barwell believes that seven plagues have descended upon mankind, and he is ready to give his help and his blessing to all movements which aim at ridding men and women of these.

He gives these plagues in the following order: (1) Prejudice, (2) Gross Ignorance, (3) Indifference to Suffering, (4) Misunderstanding, (5) Lack of Co-operation, (6) Failure to recognize our fellows as neighbors, and (7) Trying to improve the world with poor tools, or no tools at all. He thinks of our journal as having before it a great and noble task, and he sees in its name a significance which must be new to most of us. To him the name of "The Columbia Cauldron" means that Columbia stands for America, and Cauldron for mankind. Our magazine is the journal of mankind in America, mankind pictured as inhabiting a seething cauldron, the boiling of which has a purifying and salutary effect.

He says: "Live up to your name and make its spirit the life of the institution." In speaking of co-operation, he urges us to go ahead regardless of criticism and hostility for, he says, "Every good deed from creation down will be behind you in this co-operation." And he goes on to say of our journal and the spirit back of it: "Let us have an organ for this rapidly-growing spirit, and let that organ be 'The Columbia Cauldron.'"

Mr. Barwell's letter ends with the old maxim, "Remember, our friends are our better selves," and then an assuring bit of real encouragement — "Carry on; carry on!!"

The letter pleased us immensely. Mr. Barwell is certainly our friend and we are his. It cannot be long before his great zeal and fervor for democracy must express itself in the complete democratization of his own plant at Waukegan. To make that possible he needs only the assistance of his younger colleagues. Under Mr. Barwell's urge this cannot be long withheld. We hope to hear soon that Waukegan, too, has a real plan and experiment in industrial self-government.

Our greetings to Mr. Barwell and his associates.

EDITORIAL

We have heard a good deal from time to time of that quality in men and women called initiative. It means the display on the part of some persons of an ability and readiness to go ahead and do things of his or her own accord, a readiness to do new and unconventional things, things no one, or very few people, have done before.

Sometimes this ability and readiness are called the spirit of adventure, and in that raw form it is more often found in youths and young men and women rather than in older people.

Taking a long view of things, initiative is a very valuable quality and it is a great risk that any group or nation runs that sets itself the task of curbing or crushing it.

Of course it does not follow that to give free rein to every person to do as he likes will result beneficially for his group or country.

There is the initiative of the burglar or bandit which though full of adventure and perhaps of real ingenuity, is decidedly bad for men and women everywhere—the criminal included.

Here is, too, the initiative of the chemist who seeks and finds how to make a new and deadly poisonous gas to be used in the wholesale destruction of human beings whenever his country engages in war; such initiative cannot be praised by any except those who from an utterly false understanding of human and international relations believe war to be a necessary and beneficent institution.

There are other instances wherein we could show how initiative can and does serve distinctly bad ends, and in such cases we have no alternative but to condemn its display because it is the means to bringing about harm and injury instead of good. That, however, does not indicate that initiative or the go-ahead spirit can serve only bad causes. It can, and often does, serve good purposes. It very often is the means of initiating good causes and of keeping these alive in spite of great hostility and opposition.

Nowhere has initiative shown better results than in the field of industry and commerce, and nowhere is its display more assiduously cultivated and fostered, for, everywhere the progress of industry and business is recognized to depend upon it.

America is in the forefront of all nations in this respect and in no country is there so much readiness shown in accepting entirely new methods and ways of running the technical side of business.

But initiative finds expression in many fields other than that of industry and commerce. It expresses itself in art, music, poetry, in philosophy, in religion and in social practices and social customs.

It is necessarily so, for we could never go on with our modern industrial life while at the same time holding to the views of by-gone ages in other spheres. We could not continue to be sun-worshippers or believe the world to be flat, or hold to the old theory that certain kinds of music drove away devils, and at the same time run and use electric trains, drive automobiles, make soup in large factories and make scientific weather forecasts.

Progress is made in every field almost simultaneously; indeed, progress in one field makes an advance in other fields inevitable. And progress made anywhere means that someone or more persons displayed initiative, showed a readiness to leave old and accustomed ways of doing things and ventured upon new ways.

Not always are new ways better than the old, but to find out better ways it is always necessary to try out several new ways and hold to those ways that prove themselves to be better.

All our improvements are due to initiative, and were it not for the venturesomeness of persons who were willing to risk a break-away at all costs, we would still be struggling through life with the painful slowness of our remote ancestors.

However, the display of initiative is not always as welcome by society, in all fields. It is often highly applauded, as in the case of Lindbergh, and claimed as the highest of virtues. It is, on the other hand, often depreciated and cursed, as in the case of Robert Owen in England, when he began and continued his then new idea of co-operative factories and stores; or, as in more recent times, the attempt of the Russians, and the Hungarians, under Bela Kun, to try out a new system of government.

Often, the same people will praise initiative in one field, while at the same time curse and resist it in others. Some people are very progressively minded when it comes to matters of religion or ethics, but are reactionary, stay-in-the-same-old-rut people when it comes to new ways of thinking about human or international relations.

They are not consistently progressive and while their thinking is ahead of the times in some directions, in other ways they are hopelessly out of date.

Usually, however, people who are open-minded and ready to accept new ideas in any one direction, can be more easily made to see the reason back of a suggested new way in other directions, and it is always a hopeful sign when one meets a man or woman whose thinking is novel and progressive in any line of thought rather than one who is a stand-patter in all ways.

The majority of people fear new ways of thinking and acting in just the same way as a sailor fears a new and uncharted sea; they prefer, because of lack of initiative and courage, to stick to that which they know and of which they feel sure, rather than to venture upon the unknown.

If all people had been thus constituted where would the human race stand today?

If it were not for the ambition, initiative and courage of Columbus, America might still be the home of a few roving Indian tribes. Were it not for the unflinching courage, initiative and scholarship of Erasmus, Colet and More, the world might still be bathed in medieval darkness. If it were not for the initiative and courage of Washington and others, America might still be a dominion of the British Empire. Were it not for Lincoln's initiative, courage and resolution we might now see one-half the human race in thrall to the other half, with terrible social consequences.

And, what of ourselves?

Would there have been any experiment in industrial democracy in Indianapolis if some few people had not been willing to show initiative, to break away from old customs and habits, of old methods and ways of running business—even shown a willingness to risk their good name and fortune, and to disregard the skeptical warnings of good and faithful friends? No! no new plan would have been begun, and the numberless and invaluable experiences that have come in the wake of the new venture would not have been known to any of us.

Initiative shown in the services of constructive work anywhere is a priceless asset; we must foster and encourage it at all times.

When human kind ceases to show initiative it will not only stagnate, but it will rapidly go back, will degenerate instead of going ahead, of making progress.

A JOURNALIST'S OPINION OF CANNED GOODS

One of the slightly topsy-turvy features in an ill-adjusted world concerns the subject of domestic science. Within a month the Pope was protesting against the participation of women in organized athletics. As I remember, he said that their arms should never be raised except in prayer or the performance of their household duties. Seemingly, the world has fastened on the notion that while Adam delves Eve should spin.

I don't see why. Many women of my acquaintance would make excellent field hands and cannot sew a stitch. I myself am equally inept at both tasks, but there are men capable of taking tonsils out and there is every reason to believe that they could also go in for fancy work. But most ridiculous of all is the contention that woman belongs in the kitchen. Why should that be? If she hangs about the stove there is grave danger that she may get in the way of somebody who really can cook. She spoils essences with her priggishness about sanitation, and of course she can prepare nothing half so good as comes from the frying-pan of guides in the North Woods. According to their wholly logical theory plain lake water is considered sufficient treatment at the end of any meal, and accordingly the pan begins in time to develop a character and an individuality after the manner of a favorite pipe.

Moreover, man excels in preparing meals because he is ready to avail himself of the aid of new inventions. America may yet develop a worthy national cookery through the use of canned goods. Whenever I see a restaurant

which avails itself of the cheap slogan, "We have thrown our can-opener away," I avoid it. There is every sentimental reason and every practical reason why canned goods should have an honored place in any balanced ration. Take specifically the matter of soup. In the average household soup is compounded out of desperation. No housewife goes about its preparation except with a heavy heart. She feeds a cauldron of last resort. The chicken she thrusts disdainfully into the pot has already outlived his usefulness. He would not be transformed into soup if there was any other capacity in which he could possibly serve. The soup of home cooking is a conglomeration of survivors. Shakespeare neglected to state that after the funeral-baked meats had coldly furnished forth the marriage feast, they served as bouillon for the honeymoon.

I know that there is an old and fallacious proverb to the effect that too many cooks spoil the broth. This I deny hotly. The saw suggests that soup can be left to shift for itself. On the contrary, it should be stirred and sniffed at frequent intervals. Now doesn't it stand to reason that experts, and men at that, who have been brought up with soup should be able to prepare a better product than amateurs who have no enthusiasm for it? A man who goes into a large soup cannery does so by choice. The average wife accepts cooking simply because the job has been thrust upon her. She is in the kitchen because she loves Jim or Tom or Harry and not because she has a passionate preoccupation with mock turtle. The canner's man serves on quite a different basis. This is the sanctuary he has chosen out of all the world. He might have been an actor, a congressman, a journalist, or a painter. Instead, he has chosen to throw in his lot with onions, cream, boiling water, and tomatoes. Don't you think it is inevitable that he will try to make the soup for which he is responsible justify the life work which he has selected? Also I wish to make a plea for such hash as comes in cans. At the very least it may be said for it that it is premeditated.

Readily enough, I will admit that many canned commodities have a flavor quite unlike that of the products as they come directly from the fields. Fresh asparagus and canned asparagus are only distant cousins, but I object to the easy and prevalent surmise that on this account the fresh sort must be better. It is the old argument about nature and art. The man who paints a tree after the desire of his own heart makes something which appeals to me more than the picture of the artist who is merely photographic. And I prefer canned asparagus.

Curiously enough, it is the women who have fought most bitterly against the coming of tinned nutrition. One might think that they would hail ready-made dishes as a delivery from drudgery. They don't. The grocer and the delicatessen man have threatened our whole social fabric. In days gone by, a woman could justify a parasitic existence by talking of her "household duties." Possibly there was truth, years ago, in the assertion that the man at the office slaving over his desk worked no more vigorously than the woman who remained at home to sweep and dust and get the dinner. That's all done now. No woman of intelligence need bend over a hot stove when she can prepare an enticing meal with no more effort than is required to remove the tops from a few cans. To be sure, sweeping and dusting still remain, but the amount of labor entailed in this has been exaggerated. And besides, women sweep too much. Since the keeping of a home has now become an easy task the average housewife cannot escape a twinge of conscience. If she has children her claim to exemption from hard labor has some standing, but even in this case I am told there is no great difficulty save in the case of the only child. If there are two they amuse and entertain each other. Accordingly, it has become necessary to women to go out of the home and get to work. There is not enough to do around any house to occupy a strong and healthy individual more than a few minutes ev e y day.

Aesthetic arguments may be raised against the triumph of canned goods. I have said that cooking is one of life's finest recreations. Some will object that the growth of tinned delicacies has killed the possibility of individual effort. There could also be the contention that canning leads to standardization. But these objections will be made only by those who lack imagination. One need not be slavish in the hands of the wholesalers. There is still the possibility of working out new mixtures and new combinations. The canned commodities may be looked upon as notes of music. Flung together in any way, a certain melody is produced and with some slight change the whole air is altered. For me there is no sensation quite as thrilling as that of opening an ice-box late at night and seizing upon what have you. And of course there should be a frying pan sizzling upon the gas stove and a good song ringing clear.

Heywood Broun.

The above article is culled from the pages of "The Nation," a widely-read liberal journal with a national reputation.

The author writes in a refreshing style, and in a way that should please our employes and, at least, interest all our readers.

We should like to have opinions expressed about Mr. Broun's unusual article.

—Editor.

BIG ONES GET AWAY

The station master of a railroad town sat in his office making his monthly report. He glanced up and noticed that the through express was due. Suddenly the station was filled with the thundering of the express, but above the noise echoed a wild yell.

The station master rushed out to see the cause and an astonishing sight met his eyes. The express was disappearing around the curve, while sprawled out amid confusion of milk cans lay a young man. His hair was disheveled and his coat torn. Going up to a small boy who was standing by, the station master asked: "Was he trying to catch the express?"

"He d'd catch it," replied the boy, "but it got away again."—Selected.

PREJUDICES

The writer attended a conference some few weeks ago where the subject under discussion was that of "Prejudices."

Those who attended the meeting and participated in the deliberations were people of many and varying creeds, beliefs and opinions, and all were urged to come together by their knowledge of the fact that all men labored under a very great difficulty in that they held prejudiced views upon many subjects.

At the meeting were colored and whites, labor union leaders and business men, lawyers and doctors, university professors and ministers, as well as many students from one or two of the neighboring colleges. All sat together and sought keenly to understand the meaning, the origin and the means of eliminating from life the blight of prejudice.

It was illuminating to hear some of these seasoned men of the world talk of this rather refractory subject, and particularly so when they talked in such a way as to consciously or unconsciously reveal their own prejudices.

First, it was attempted to find out what each one meant by the term prejudice, and right there a difficulty arose. The dictionary gives the meaning of the term as being, "A judgment or opinion formed without due examination; a mental decision based on other grounds than reason or justice; a premature or biased opinion. Detriment, as arising from a hasty and unfair judgment—" and this, although not sufficiently comprehensive for all, was accepted as a sound enough basis to begin discussion. Next came a list of the major prejudices which project themselves into our every-day thinking and acting, and which affect the conduct of most men and women throughout the land.

These were as follows:

1. Religious prejudices, as shown in the attitude of the non-religious man toward the one who is religious, and that of the religious devotee toward the agnostic or atheist. Then there is the attutude of the Baptist toward the Unitarian or the Universalist toward the Methodist and the well-known attitude of Protestants and Catholics toward each other.

2. Race prejudices; the intolerance of whites towards all colored, and especially black, and the equally strong feeling of colored toward white.

3. Economic prejudices; the feeling of hostility that is shown in the attitude of many capitalists when once the term labor or worker is used, and the feeling which is generated in the heart of workers when the Chamber of Commerce or anything else connected with employers is ever mentioned.

4. Cultural prejudices; this is often expressed by workers when men of learning come to their notice, and feeling no kinship with them, they express contempt. On the other hand, men of great academic training show a snobbishness toward workers and feel themselves so completely superior to them that they fear pollution if they mix with them.

We all recognize these attitudes; so did the members of the conference to which I have referred.

We may ourselves adopt some or all of these attitudes—but, we may do so unconsciously, and therefore we are not aware of the fact.

The chances are that we all hold many very deeply rooted feelings which have no reasonable basis at all and in making decisions and judgments we are more

guided by these feelings than by clear, independent and intelligent thinking.

If, however, we were told that we think or act in any given way because we were prejudiced we would at once jump up and protest, at the same time offer a score of, what appear to us to be, good reasons for our conduct.

We would not allow ourselves, or certainly not like, to be regarded as prejudiced persons, for that would seem to point to us as being persons who are unfair in our judgment and treatment of others. To be considered prejudiced is distasteful and we shrink from it because we all have a desire to be fair and just, in all things. Yet it remains a very big question as to how many of us are constantly striving to avoid having prejudices in order to be just and fair.

How many of us can so control our deep-set feelings and look at men and things through our reason? How many of us attempt to cool the ardour of our desires to prove anything we want, and let cold facts prove things for us—even though the proof runs counter to our hopes and expectations?

Most of us are tempted to find facts that give the appearance of justice, reason and fair play to what we think or do rather than endeavor to do only what our intelligence tells us is fair and just.

Much of the world's misery is due to the blindness arising from prejudice. Progress means the elimination of bias, prejudice, hasty and unfair judgments and the wrong conduct that always comes from such judgments.

Old prejudices go and new ones come in their place. Ultimately we may rear a race of men and women who will shed the old and resist the new ones. Prejudices are part of our human fiber and it is difficult to get at them—to unearth them, as it were—but if we are to think straight about things and particularly about human beings, we must get rid of them.

Prejudices abound everywhere. They differ in character from time to time and place to place. They are also very contagious. They possess one without one's knowledge—which makes their elimination all the more difficult.

Prejudice against the Jew is most ripe in the east of America; against the Negro in the south (although it is often shown elsewhere); against the Japanese in the west; against the Mexican in the south and southwest. Prejudice against the working class is fairly general among the big employers, and against the Catholic in most Protestant communities.

Any of us born in a town or district where hostility is generally shown toward the Jew would soon get it and grow up with it. We would probably never stop to ask why this feeling; we would probably feel a secret pleasure in holding it, and it would be hard to part with it. In the same way if one of us were to move to a town where prejudice against the Negro is dominant we would soon get to feel like the majority of our fellows, and we, too, would curse the "nigger."

Prejudice is partly due to mental laziness. It is due to our preferring to accept the popular version of any situation rather than going through the sometimes painful operation of thinking things through for ourselves.

We can help remove prejudice by keeping alive our sense of justice and being ready to ask the how and why of everything, rather than believe what is popularly believed, or accepting as good and true what our emotion or feelings urge us to accept.

J. E.

COUNCIL NOTES

Meeting June 1st, 1928

At our last meeting, Council instructed Jack Evans to get more information concerning the four men, namely, Duel, Schultz, Van Camp and Grandahl, all of whom applied for a position with us.

Jack reported upon this matter but such information as he had was not enough to enable him or the Education Committee to make a recommendation. The matter was left in the hands of the committee.

The next matter to come up for discussion was that of whether our employes should continue the practice of buying goods and merchandise for themselves through our purchasing department.

It was pointed out that this practice was one which was costly in several ways, such as in the use, for a brief period, at least, of company money with which each purchase was made and for this money the company usually paid 6 per cent to the banks; and, in the utilization of several of our employes in handling these purchases.

It was proposed first, that the practice be continued but that all costs involved be charged to the employes making such purchases, and secondly, that the practice be discontinued.

There was a good deal of discussion about the subject of co-operative buying and the suggestion was made that it might be possible for us to form the neucleus of a consumers' society of one kind or another, but, finally the matter was left on the table, with the decision being made to discontinue all buying for employes through the purchasing department.

A motion was entertained and carried to exempt from this ruling the buying of such standard plant needs as white clothing for our employes and items we carry in stock, but these latter are to be bought through our grocery department, and paid for in cash.

The Laundry Investigating Committee, composed of Miss Franz and Bert Hines, gave its report to this meeting. They had discovered that an ironer could be installed in the laundry at a cost of approximately $500, but that doing so would not enable the release of one of the two workers now working in laundry, but it would lighten their labor.

Arising from this report there came the question of whether Council was competent to handle such a highly technical matter as the buying of this machine; and from this arose the general question of Council's competence to discuss any matter of a technical nature.

Nothing was done after the committee's report was accepted, and attention became focused upon the problem of Council's relationship to the work of our technicians. Finally, this was placed on the agenda for next meeting.

A letter from our salesman, Guy Markley, in which he tendered his resignation, was read to Council by the secretary.

Mr. Markley expressed dissatisfaction with his salary and made one or two minor complaints against his treatment by the company.

His resignation was accepted and it was stated that it should take effect in mid-August.

The Health Committee reported upon the cases of Dorothy Beckett and Frank Bolser — after which the meeting adjourned.

Special Meeting, June 8, 1928

This meeting was called to order by Chairman Shelley. There was a good attendance.

Following some informal discussion upon the question of Council's capacity to handle problems of a technical character, which took place at the previous meeting, Council began business by placing this item as the first on its agenda.

It became evident at once that opinion was divided upon the matter. Some believed that Council was quite competent to handle technical matters and that it was a necessity that it should do so whenever it was a matter of spending any considerable sum of money.

Others thought that Council was not fitted to handle problems which called for technical knowledge, and that it was wasteful of time and an impediment upon the work of the technicians to have such matters discussed at length and decided upon by the whole group.

It became clear in the discussion that some of our members believed it to be undemocratic to give free rein to our department heads who were, generally, the persons best posted as to what was needed and also how to get it and how to install it.

There also emerged from the talk and cross-talk upon this subject that many of our members regard Council as both an administrative and legislative body—a belief which comes from a confusion between knowing where final authority rests and how that authority should be exercised.

It is true that the final authority in all matters rests with Council, but it does not follow from that that Council would use its authority wisely if it chose to instruct and order its technicians in their every-day work and conduct.

Council has certainly to supervise the work of all employes, whether they be executives or members of the rank and file, and has not only a right but a duty to perform in expressing satisfaction or dissatisfaction with work done.

America is a huge democracy but the American people would not think of interfering with the work of its Government weather forecaster or its chief agricultural expert at Washington.

Members of Senate and Congress accept these technicians' reports without question, for they know that in their own fields these men, because of training and experience, are real experts.

The outcome of this very healthy discussion was that Council decided that it could not handle technical problems, such as the purchase and the installation of machinery, and that its judgment in such matters must be dependent upon that of our technical experts.

The Health Committee offered a report of its work and conveyed to Council information concerning five of our

sick members—Bolser, Herner, Beckett, Lewellyn (Mrs.) and Davenport. This was accepted.

The matter of whether, in the light of our recent decision to discontinue making purchases, other than plant ones, through the medium of our Purchasing Department, in the case of the farm was brought before this meeting.

Discussion showed that some of our employes believed that we owe a moral obligation, because of the circumstances which led to transfer of the farm, to make it a financial success.

One of the means which we could adopt in order to help discharge our obligation was deemed to be the granting of permission to have farm merchandise bought through our Purchasing Department.

This was allowed, the group voting unanimously that our previous resolution be not applied to the farm. Consent was given to continue sale of farm products at the plant.

Following the Health Committee's suggestion to place Mrs. Davenport on our pension list, it was deemed necessary to have a small committee to handle the whole matter. The motion to place Mrs. Davenport on pension was carried unanimously. The committee was asked to investigate circumstances and report its findings and bring a recommendation to Council.

The meeting was adjourned at 5:30 P. M.

Regular Meeting June 15, 1928

The first matter to come up for discussion at this meeting was the Bookkeeping Department's request for assistance during Howard Herner's absence.

This request had been made to the Education Committee and the matter had been fully discussed by that body.

Jack Evans reported the committee's recommendation to Council. It was as follows: That Maud Kennedy be transferred from the Printing to the Bookkeeping Department until such time as Howard Herner is able to resume his duties, and that Genevieve Cain and Miss Franz arrange the work of the office and Printing Department in such a way as to make the change possible with minimum inconvenience to both departments.

This recommendation was accepted by Council.

The Health Committee, through Miss Franz, reported upon the cases of Mrs. Lewellyn, Albert Armstrong and Dorothy Beckett. It was gratifying to learn that both Albert and Dorothy were making good progress toward recovery.

Miss Franz reported upon her interview with Mrs. Davenport. It will be recalled that our medical adviser had recommended that Mrs. Davenport be not asked to return to work, on account of her advancing years and physical condition, and Council had instructed a committee of three—Mrs. Nutter, Mrs. Carlisle and Miss Franz—to see Mrs. Davenport and seek from her a knowledge of her financial position with a view to estimating what sum would be appropriate to pay her as a weekly pension. Miss Franz acted for the committee. Her report was briefly this: That Mrs. Davenport was not inclined to consider being released from active work; she felt that her present condition was temporary and that she would be able to work again.

In view of this, Council ordered that the matter be left on the table for a few weeks.

Following upon the decision to send a floral decoration to our deceased colleague, Frank Bolser, the matter of how long should we continue to pay the salary of a deceased employe was discussed.

Some members of Council seemed disinclined to decide upon this matter at this meeting because of the emotional situation caused by the recent death of Frank Bolser, feeling, as they did, that that fact would not facilitate clear thinking upon the subject. In view of this, and the very complicated nature of the question, involving as it does consideration of ethics and finance, it was decided that a temporary arrangement be made insuring the continuance of a deceased employe's salary being paid to his or her dependents for four weeks following death.

It was agreed that this new plan operate as from the date of Frank Bolser's death and that his dependents be the first to receive payment under it.

Council heard a report from the Salary Key Committee given by Levering Evans. This was accepted and the committee was asked to continue its work.

The meeting adjourned at 3:30 P. M.

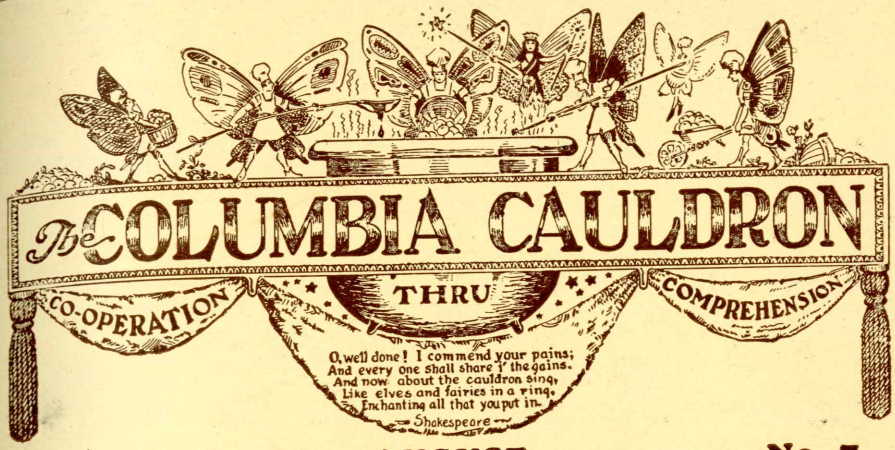
NEAR A POLE

Goldstine—"Wherever in the world you go, you'll find us Jews are the leading people."

O'Sullivan—"How about Alaska?"

Goldstein—"Vell, Iceberg ain't no Presbyterian name."

INDIANA STATE LIBRARY



Vol. 2 **AUGUST** **No. 7**

MISS BEULAH McMECHAN
Secretary of Council of
The Columbia Conserve Company

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INDIANAPOLIS

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

AN OLD THEME

We would have our readers know of good books that come our way. Some time ago we brought to their attention, "The Democratic Way of Life," by Prof. T. V. Smith of Chicago. Now we have alighted upon another book, equally good but differing greatly in content and in style from Prof. Smith's book. It is "Let Freedom Ring," by Arthur Garfield Hays of New York.

Mr. Hays is a prominent New York attorney, with a nation-wide reputation. In national and international affairs he is distinctly progressive, and during the last few years he has devoted his skill, time and energy to serving the interest of movements like the American Civil Liberties Union, whose main purpose it is to champion the cause of oppressed and down-trodden groups all over the U. S. A. Mr. Hays with Clarence Darrow and others has figured prominently, throughout the country, during and since the war in all the leading court trials—where vital principles of freedom and liberty were involved.

The book under review is an account of some of these outstanding cases looked at with the eyes of one who was vitally interested and who knew all the facts pertaining to them.

Throughout the whole book one feels the earnestness of a small but determined group of good Americans fighting for what they conceive to be the most valuable heritage which the American people deserve and ought to get from their revolutionary forefathers — the great heritage of rights bravely fought for and won, the right of religious freedom, the right to freedom of opinion and the right to express such opinion whenever and wherever one likes, the right to regard one's home as one's castle, as one's own private domain into which no intruder, whether he be state official or beggar, may enter unchallenged. We have grown accustomed, from early childhood, to prize these rights highly, to look upon them as our most treasured possessions, and to look contemptuously upon anyone who fails to do so.

Love of Liberty and freedom is an old theme. In America, France, Germany and in the Latin-American Republics, to name but a few countries, freedom was won spectacularly, dramatically, by the revolt of a whole people and upon a national scale. Love of that which our forefathers won for us is bred in our bones and each of us would guard it jealously.

An open threat to rob us of our treasure would at once awaken in us a deep set opposition and antipathy.

Yet, Mr. Hay's book is a long story, telling how bit by bit the people have been robbed of and denied freedom and liberty in one sphere after another, and the theft has not been the work of any foreign counquerors, or of a bolshevic plot, but that of our own representatives in municipal governing bodies, state legislatures and lastly, but very completely, in national governing institutions.

This curtailment of freedom has crept up behind the people's back, as it were, at times when they have been unaware of the process and always because of

some excuse that such curtailment was necessary, in the people's interests.

Only when suddenly confronted with the obvious fact that here and there the assumption of freedom of opinion, or of the press, or of the stage has led to fines, imprisonment, and sometimes to persecution, have people been made aware of the difference between what is popularly believed to be true and what is actually true.

At places where freedom is denied at any time there is manifest indignation and resentment on the part of the thinking section of the community and often these are able to rouse their fellows to a sense of the danger which legal curtailment of liberty means to them.

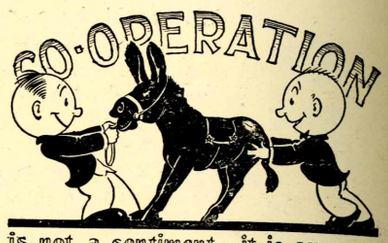
Often, however, it happens that resentment is confined to a small area where the actual scene is laid—and the rest of the people are unaware of what is taking place.

Mr. Hays and the American Civil Liberties Union occupy their time in looking out for attempted encroachments upon liberty and freedom and are always ready to bring their weight, morally and financially, to bear upon the situation in defense of the people's rights. They have fought for unpopular causes all over the country and in very many cases they have succeeded in staying the hand of those who would, by legal and illegal means, constitute themselves dictators over large areas in the country.

"Let Freedom Ring" is an account of six cases fought in court, in all of which vital questions of American freedom were involved.

They range from "Freedom in Education," a chapter given to a discussion of the fight in which John T. Scopes fought for the right to teach evolution and science in the schools of Tennessee, to the famous Sacco-Vanzetti case in Massachusetts. It is also an appeal and a warning. It appeals to the common people to be ever vigilant, lest, without their knowledge, still greater inroads may be made upon their freedom. It warns against the all too ready acceptance by the mass of common people of fine sounding excuses to deny this freedom now and that freedom later. It warns against our fooling ourselves into believing that words in praise of freedom mean the same thing as having actual freedom.

We have learned to love freedom; let us again learn how to keep it. "Let Freedom Ring" is a good book; let us all read it.



THE CAPPING ROOM

During the year that I have worked in the capping room of the Columbia Conserve Company I have found the work to be interesting. It is discouraging at times when a batch of garnish runs short or runs over one or two hundred cans. To avoid this as much as possible I have the full co-operation of the women who garnish, which is a great help.

The job of cleaning up after each day's run is also included in the capping room work which is not so nice because it is such a wet job but we take it good naturedly and get quite a kick out of it, especially when we take a notion to wet one of the boys with the big hose.

James Cook.

RUN IT INTO A BARGAIN SALE!

"Oh, John," screamed the excited woman driver, "The car is running away."

"Can't you stop it?" asked her worried husband.

"No."

"Well, then, see if you can't hit something cheap."—Round Robin.

EDITORIAL

The annual meeting for 1928 has come and gone. We begin the present year with confidence and look forward to finding at its close results both encouraging and deserved.

In some ways an annual meeting held at any time of the year resembles the kind of celebration which usually accompanies a New Year, and particularly so in that we take stock of the year just past and make some good resolutions for the new one. The two practices of taking stock and making resolutions are good ones; but, to make a genuine effort to translate resolutions into practice is even better, but it often wanes as the year moves on.

At the Columbia one thing stands out as being in need of emphasis and close attention by all within the organization, and that is an open facing by each one of us of the question of, how can I contribute to make the year 1929 end with greater success than 1928? We are so peculiarly built up as individuals that it is always possible for anyone of us to persuade himself that he, at any rate, is doing his best, or to believe that the blame for any short-coming is due to the other fellow's conduct. It is only by a genuine and frequent examination of himself that a man can know for sure that he is doing his best, and this determination to make such an examination is one of the resolutions which we all ought to make at the present time.

We need to understand the relationship between the individual and the group. We need to learn anew that personal and individual interests are identi-with—are the same as—the interests of the group as a whole. In an organization such as ours we can not repeat this fact too often, for nothing can cause more friction and disturb our harmony more than the belief held by any one or more of us that his or their interests are distinct from, or opposed to, those of the group. We all have a stake in the business and upon its prosperity depends our livelihood, and hence our comfort and happiness.

When we think of our own well-being, our own prosperity, our minds must move at once in the direction of our plant, for without questioning the matter closely, we know that the source of all good things is industry. This consciousness is of great importance, for with it arises the possibility of a really great and genuine co-operation between one man and another.

Today, with such a complex industrial system, co-operation is not only a sentiment we like, but a very real necessity. All successful enterprises depend more upon it than upon anything else. It is, however, not the only thing that contributes to business and commercial success; there are other factors, some very important ones, and among these is the application of individual intelligence to plant, shipping, office and other departments with a view to increased efficiency. Improvements in the techniques of production and distribution do not always come from great and startling inventions or discoveries; they very frequently come from a series of minor adjustments and re-adjustments applied here, there and everywhere, thus economizing time, energy and money. Very often, these ideas come from the humblest of persons, from persons who have no scientific training or even pretensions to such, from persons who see a thing and whose common sense is enough to tell them: "That's a good idea."

We would encourage every individual who is with us to throw aside his timidity and hesitancy, if he has either, and use his intelligence to devise ways and means of improving matters anywhere and everywhere within the organization.

OR BUY ANY ENDOWMENT POLICIES

Patient—"Doctor, what a r e m y chances?"

Doctor—"Oh, pretty good, but don't start reading any continued stories!"

WHAT READERS THINK!

On looking back we find that the Cauldron has run a course of eighteen months.

During that time those of us who have been and still are actively engaged in the plant have had all the opportunity possible to use its columns to express opinions about the organization and the journal itself.

Indeed, the journal has been made up month after month of our own contributions, with an occasional letter or note from a friendly and interested reader from the outside.

We have often wondered as to how the Cauldron struck the eye, the ear, the heart, in short, the consciousness of those of its readers who only know us and our activities through the medium of the journal—and maybe, through a chance visit to the plant or by correspondence. This speculation on our part led us to write to several of our distant and near to hand readers, and below are some of the replies, with excerpts from others.

We expect further replies and to publish them in part or wholly in our next issue.

From FRANK PALMER,
Journalist, Denver, Colo.

There is one characteristic of the industrial experiment being carried on at the Columbia Conserve Company's plant that is probably made plain enough to regular readers of the "Cauldron," but which nevertheless ought to be stated frequently, and probably by outsiders. That is the reality of what is being done.

In Colorado we have the famous "Rockefeller Plan," which many thousands of good people in America think is a real industrial experiment, whereas those of us who are on the ground know it is only a twentieth century model wage cutting machine. It is just a company union under a nice name.

I shall never forget my one visit to the Council Meeting at The Columbia. The first matter brought up was where and when and how to hold the annual picnic. "Ah," I said, "That sounds just like a company union." The next matter brought up was whether "Red" Knapp of Denver, should be hired and if he were what wage should he be paid. That was not company unionism. That was something new in American industry.

I don't suppose a tenth of the Columbia workers realize what a breath-taking affair it is for them to hire their fellow workers and set their pay—along with all the other things the workers at the Columbia do.

But what I started out to say was that they actually do it. The Columbia experiment may fail or succeed. But at least it is real.

From GEORGE L. COLLINS,
Secretary, Fellowship of Reconciliation, New York City

The Columbia Cauldron . . . has helped me to keep in touch with what is happening at the plant. What I enjoy most are the minutes of the Council Meetings and the frank discussions on the problems that come before the Council. The reason why I like to keep in touch with the work of the company is that I think it is the most thorough-going experiment in industrial democracy in the country. Others talk about democracy and sometimes experiment.

I think you have democracy at the Columbia Conserve Company. As I have occasion to speak to groups of people in different parts of the country on industrial relations I like to tell them that I believe the Columbia Conserve Company has gone further than any other concern in America. Much of my work is with college students and I am interested in having them know about your work and success.

From PROF. A. D. SHEFFIELD,
Secretary, "The Inquiry," New York City

When the Cauldron comes to my desk, I lose no time in going through it, for it strikes me as an admirable record of the activities of your pioneering group. One

feature that I particularly like is the series of short descriptive articles written by members of the various departments, shipping room, labeling, drayage, stenciling, etc. They display an admirable spirit of craftsmanship and interest in improving the technical processes of the work—a spirit that bespeaks a high morale among the forces. I always read with great interest the column of "Council Notes." In a number of work councils that I have followed, it has seemed to me that difficulty arose from a lack of agreement as to the special job of the committee in dealing with items of adjustment which arise as personal "grievances." I have found it helpful to make the conference deal with a personal grievance not so much in the role of a court of appeals, handing out praise or blame for past acts, as in the role of an interpreting agency, deciding how the case shall count as setting company standards and expressing company purposes.

A works-council recognizes the fact that the standards and purposes of the company are in effect being continuously developed by the daily decisions of officials in the line of operation, and it provides that the employes, through their representatives, shall take part in interpreting these decisions, so that their own ideas and wishes shall register in the policies that result.

The meetings of your Council deserve as much attention from the point of view of scientific management as any of the other departments of your fine enterprise.

From FERN BANCOCK,
Y. W. C. A., Houston, Tex.

Our students were delighted to hear of one corporation that is making a sincere effort to put people before profit.

AN ENDURANCE TEST

"Not a bad looking car you have, Jim. What's the most you ever got out of it?"

Six times in one mile."—Rotary Monitor.

TO MEMBERS OF COUNCIL

For almost a year and a half the Salary Key Committee has wrestled with one of the most difficult problems that confronts us as a group of workers engaged in a cooperative enterprise.

The problem is the finding of a system whereby salaries may be fixed and regulated according to a relatively scientific set of principles, these latter being formulated by the group's conception of our ultimate goal plus a keen regard for the economic position and strength of our own organization, and at the same time paying attention to the complex circumstances—economic and social—which surround our enterprise.

The committee has viewed and reviewed the whole situation many times. It has explored far and wide in an attempt to see its problem from as many angles as possible, and although it has appeared a little wearied of its work at times some new light or new idea has beckoned it on all the time. Its work is nearing completion and now it seeks some further specific information from Council so that the concluding stages of its work may be definite and conclusive in character. Here is a statement of the principles upon which the committee has worked and of the questions it has put before itself and the answers to those questions which it has provided either through consultation with Council or of its own accord.

Principles:

1. The desirability of paying a basic minimum to all our salaried employees.

2. The payment of a married differential.

3. The payment of a children's allowance.

4. The payment of a maximum salary.

Question:

a. Does Council desire salary payments made over and above the minimum?

Answer: Yes!

b. If such payments are in the opinion of Council necessary, what standard should be used in measuring them?

Answer: The individual's efficiency in one or more jobs.

c. How should this efficiency be measured?

Answer: By the time necessary to learn the work and the efficiency shown

in the performance of the work—below or above the average.

d. What should be done to take stock of movements, up or down, in individual efficiency?

Answer: A periodical check up—say, every three months, by the Salary Key Committee.

e. What relation should an individual's score on the efficiency table or chart bear to dollars and cents?

Answer: Not directly proportionate to efficiency, but as nearly so as possible.

f. Is the method of making payments in salaries over and above the minimum roughly in proportion to individual efficiency a temporary or permanent means of meeting the salary problem?

Answer: There is division of opinion upon this point among Council members.

g. Should the committee work upon the assumption that Council's ultimate goal is equal pay for all?

Answer: The answer to this question is not clear.

Having thus stated the principles upon which the Salary Key Committee set out to perform its task and the questions faced and answers given, it remains to be seen whether council members agree with the statement and whether the committee's answers to the questions are a true reflection of Council's mind in this matter.

Expression of opinion upon this very important problem is most essential and ought to be made freely.

We urge everyone to make his or her opinion known to each other and to the group.

From this discussion the committee will get to know council's mind and prepare the next and final series of questions.

When this matter comes up for discussion at our next meeting, Council members should know all the facts pertaining to it, and be ready to give expression to considered opinions about it.—J. E.

THE WORK IN SALES STATISTICS

Much of the analysis of our sales figures lies ahead of us. We have just outlined it and commenced gathering the necessary information which will act as a starter. But I shall try to explain some of our work the best I know how.

About the first thing I did when I was transferred to help with the Sales figures was to send out slips to each salesman, which we call Retail Blanks. These blanks when filled in by the salesmen give us a picture of the market and also a measure of the effectiveness of our work with the retailers, demonstrating our goods to them, while the jobber's salesman takes their order.

As the salesman makes the call he fills out his slip. They state whether the store had used Private Label soup before, the amount of the order taken by the jobber's salesman, etc. The salesmen send the blanks back weekly with their own summary, and we arrange them for condensed reports. For another part of my work that is very interesting I get the information from the charge sheets or invoices. These come to us daily.

We first arrange them in order to credit each salesman with the sales he is responsible for. The figures are then put on a chart showing the amount of each variety sold during the month, the total number of cases, and their value in dollars. At the end of each month it's lots of fun to try to make the columns balance.

We also arrange the charge sheets in another way, this time dividing them according to the part of the country the order came from. In other words they are grouped by territories. On the map of the United States in the Library we have marked off sixteen territories, based on the distribution of wholesale groceries. We locate the origin of the order on the map, and then group together all orders coming from the same territory. The information is then transferred to the same kind of chart as we use for the salesmen, only in this case each territory has a separate sheet, instead of each salesman.

We call these sheets our Original Entries because it is by compiling the information from these charts in various ways we are able to reach some general conclusions.

For instance, by adding the orders together, regardless of who got them or where they came from, we find the amount of each variety sold over any period of time. An increasing sale of our vegetable soup as compared with the other varieties, would indicate a preference for that variety; while an increase of vegetable this year as against last suggests that people like our new formula better than the one we used before.

There are a great many other facts that can be gathered by arranging and rearranging the figures—too many to describe here. And, as I said before, we have not completed much of our work. I like it and find it very interesting. Sometime later I shall write again and go into more phases of our work.

Dorothy Steele.

THE ANNUAL MEETING

The company's annual meeting was held at the plant dining room at 2:00 p. m. on Friday, July 13th. There was present a large and representative gathering over which Homer Shelley presided.

The meeting opened with a statement of the financial record and outcome of the year's operations ending June 30th, given by Howard Herner, the company's treasurer.

The balance sheet showed less favorable results than the one for the previous year and, this having been realized, a great part of the meeting was given over to a discussion of the reasons behind the results.

A great many persons participated in the discussion and there was evident a great desire to find out what accounted for the less favorable results of the year's activity.

This was done with only one intention in mind—that of finding out better ways for the future and thus making sure of better results. There was no attempt to attach blame to any individual or to any one department for the results that were at hand, and yet there was no indication that individual or department error, if they had been present and noted, would have been excused for the sake of sparing anyone's feelings. Our relatively poor results were largely due to factors over which we had little or no control. This was particularly evident in the case of very substantial increases in the price of the raw materials which enter into our products, as clearly shown in the 100 per cent increase in the price of meat.

In those spheres where it was pointed out that we could make certain amends, such as by regulating production into an even flow throughout the year, and putting some extra hard work into operations during the peak load, we could probably effect some economies and thus show better results for our next year.

The sales force, through many of its members, expressed the feeling that it was being regarded as the weak brother in the organization, and stated very forcefully that such an impression was wrong, that considering the great difficulty of the work, the salesmen had all done very well.

There was no evidence at this meeting that the salesmen were regarded as anything but very able and conscientious workers, and that the rest of us were not quite prepared to recognize the difficulty confronting them and, if the need be, willing at all times to lend a helping hand.

The members of the sales force may have exaggerated the meaning and significance of some stray remarks—for the greater part facetious in character—directed at them.

However, all non-salesmen who spoke at the meeting spoke in praise of the efforts now being made to break down customer and retailer resistance in the field of private label soup.

The confident note, regarding future sales, struck by salesmen and others, added to the orders now on hand, gives us every reason to feel very hopeful concerning the future. Our plan of soup-demonstrations is already bearing some fruit, and we were told that it will bear much more in future.

Those whose work is on the floor of the plant showed resolution and determination to meet any business emergency, such as a rapid growth in orders, by expressing a readiness to work on Saturdays and, if need be, to work longer hours during the week.

In spite of having met with less favorable results than were expected, the group was in no way discouraged.

It showed every confidence in its own ability to produce better results, and what is more important, set itself out to achieve these results in the year 1928-29.

Mr. Norman Hapgood spoke briefly, and in his address he urged the provision of greater facilities for the expression of individual opinion and ideas. He urged the importance of acquiring business knowledge and a business intelligence on the part of each member of the group, a pooling of all knowledge gained and the showing of a readiness on the part of each one to pay due regard to all ideas concerning the business put before him or her.

The meeting closed with the re-election of the present staff of officers and the addition of Walter Mullen to the board of directors where he takes the place of the late Frank Bolser.

COUNCIL NOTES

July 20, 1928

Following the reading of minutes of last meeting, the motion concerning the continuance of the pay of a deceased employee, who was on salary, was made to read:

"That in the event of the death of a salaried employee, his or her salary be continued to his or her dependents for a period of four weeks."

Arising from Miss Franz's report on the case of Mrs. Davenport, it was decided to ask the chairman to appoint a special committee to consider the case and to recommend to Council what pension should be paid to Mrs. Davenport.

It was clearly emphasized that great care should be taken in handling this case and determining the amount, because what is done now must have an important bearing upon the working out of our whole pension plan.

Our treasurer reported that the $1,000 voted by Council to the Health Committee had been used up.

As treasurer and chairman of the committee, Howard was urged to advise Council as to the next step to be taken. He recommended the granting of a further $1,000 to which Council unanimously agreed. The next matter brought up was that of whether we should pay for any vacation due to a salaried employee, who happens to be taken away from us by death.

Council felt that a vacation was not a matter designed to be valued in terms of money. Its sole purpose is to give employees a rest and it is consequently meant only for the individual concerned; it is a purely personal matter.

Taking this view of it, Council resolved that in such cases no payment be made.

With reference to the many applications for work received within the last few weeks, Council ordered that no preference be given to any except those recommended by the Education Committee.

Council instructed the above committee to make its recommendations at the next meeting.

It was taken as the consent of Council that the question of a foreman for the Mechanical Department be postponed until such time as we hear from the salesmen, with reference to the proposal of placing Arlie Myers in the position.

A telegram announcing his resignation was read from Ted Yoder.

He had been unexpectedly informed that a position was open to him at the American University, Cairo, Egypt, and he accepted the offer.

Many members of Council felt regret on learning of Ted's departure. His resignation was accepted. It was to take effect as from July 20th. Next came the problem of what course should be taken when one of the minor girls reaches the age of eighteen. This was brought up by the case of Polly Gregory, who had just reached her eighteenth birthday.

Jack Evans recommended that Polly be placed in the adult group and that she should receive the adult minimum salary and work the regular plant hours.

This was followed by a motion that the minor girls go into the adult group automatically on reaching eighteen years of age and that they then work the regular hours and get the minimum salary. The motion was carried.

A report on the position of the Salary Key Committee was made by Jack Evans in which he reviewed the work of the committee and brought up the main questions which the committee had faced.

Answers were sought to the two main questions:

1. Does Council regard the findings of the committee as being a permanent basis upon which salaries should be based?

2. What is Council's opinion regarding payment of salaries above the minimum according to individual efficiency as compared with equality of pay for all?

Replies to these questions would have helped the committee very much, but Council chose to postpone discussion of these questions to a later date.

WAS IT WORTH IT?

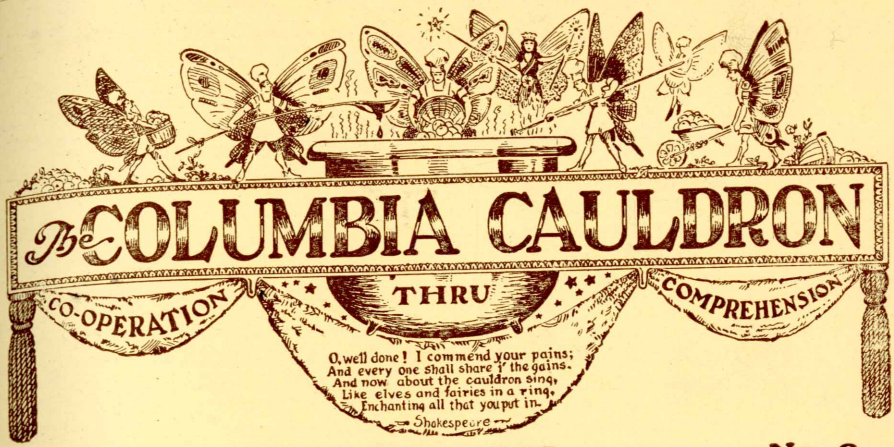
Father—"The man who marries my daughter will get a prize."

Ardent Suitor—"May I see it, please?"

MASS PRODUCTION

A news item—"Mr. and Mrs. John Beverlin are rejoicing over an eight-pound daughter, their sixth child, since last Saturday."—Newton, Ill.

INDIANA STATE LIBRARY



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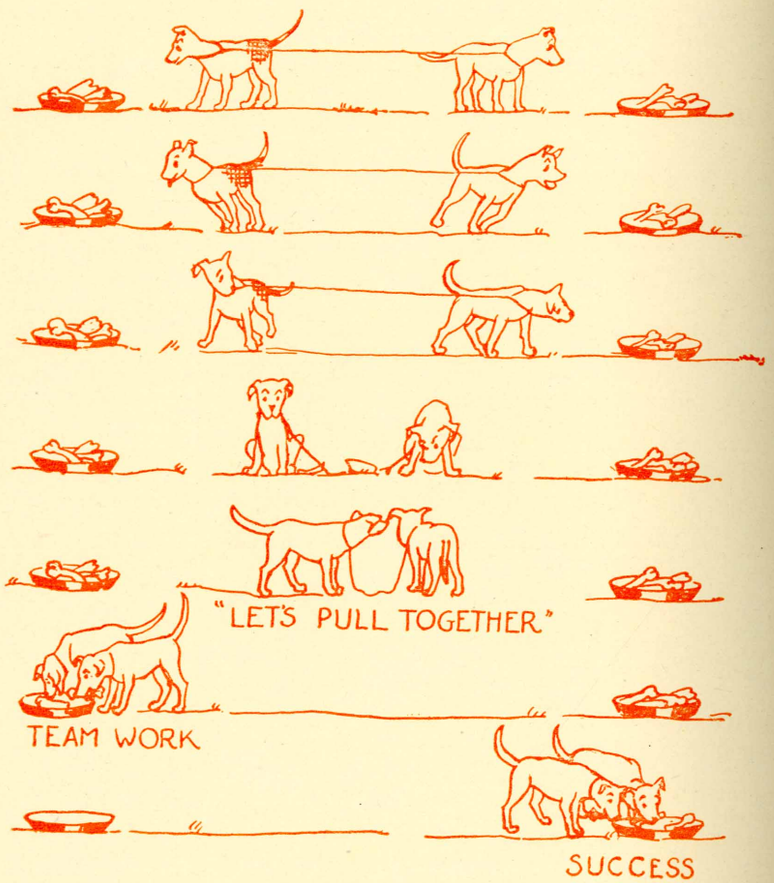

THE COLUMBIA CAULDRON

Published Monthly

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COLUMBIA CONSERVE COMPANY

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A GERMAN SCHOLAR WRITES!

The New Republic, Inc., publish weekly a liberal journal in the columns of which we find singularly fine contributions dealing with a variety of vitally interesting subjects.

We read it with much pleasure. The company is also engaged in the publication of certain kinds of books, usually ones that, because of their content and significance, would not receive much attention and boosting from ordinary publishing houses, but which contain material well worth bringing before the reading public and especially that part of it which is interested in progressive thought and ideas.

One such book is the work of Dr. Arthur Feiler, the distinguished editor of one of Germany's leading newspapers—"The Frankfurter Zeitung"—named "America Seen Through German Eyes."

Dr. Feiler traveled extensively in America last year and upon his return to Germany wrote and published this fine book.

In Germany it created somewhat of an impression for the author is widely known there and highly respected. To the task of writing this book he brought a fine scholarly mind, enriched by wide experiences of foreign travel. He has the capacity to observe things, to understand them and, then, he has the highly valuable ability to record his impressions and conclusions in bold and simple language.

Within fewer than three hundred pages, Dr. Feiler has given to the English-speaking world, through the translator and the publisher, a very comprehensive picture of present-day America, and it is so drawn or painted that it remains in the reader's mind for long after the book is read.

The feat of covering so wide a range with such thoroughness is no mean one and all who read the book cannot but feel indebted to the author. The original idea back of writing this book was to explain America to Germany. In doing that, a great service was performed and performed in good fashion. Now the American edition is available and it ought to explain America to ourselves—a service perhaps as important and necessary as the original.

The book is an amazing summary of facts concerning industry, agriculture, education, prosperity, churches, trade unions and sports, but that is not all. The author does not merely state facts and figures coldly, he acts also as an interpreter of these and under the magic influence of his pen dry-as-dust tables become infused with the blood of life and his readers gain an understanding of otherwise meaningless and mystifying material.

Dr. Feiler's interpretations are not always acceptable, but they never fail to interest and entertain, and they are always refreshing.

He looks at America with the eyes of one steeped in history, and always he endeavors to explain what is by what was, by what preceded it.

He explains the evolution of things as he discusses them, and always tries to give due weight to all the factors and circumstances which bear upon his subject. In this way he succeeds in leaving the impression that, after all, however odd a thing may appear—be it mass production, cement roads, figures about American education or the membership of churches—it is peculiar, but not unnatural.

The mould in which American institutions are cast may be strange to the eyes of a stranger—just as European or Oriental institutions are strange to Americans—but, there is always an explanation which being given and understood must remove the strangeness and help us to regard the thing as natural.

"America Seen Through German Eyes" cannot be read by anyone without

imparting to him a great deal of new knowledge concerning the U. S. A.—and in like manner from its pages he must incidentally learn a great deal about Europe.

J. E.

SOUP TASTING

Most departments within the organization have received some attention from one or more scribes within them and reports from these writers' pens have appeared in the pages of the Cauldron. There is, however, one department—and a highly important one at that—upon which nothing has been said. That department is the one designated "Soup Tasting." Every morning, at some time between nine-thirty and eleven o'clock, a short little man, dressed in white clothes, carrying on his arm a fairly heavy basket of unlabeled cans, passes from the plant into the dining room. There he deposits his burden on a table and then rushes into the kitchen to heat some water. He then gets a half dozen or more white bowls, and with a can opener removes the lids of his chili, soup or other cans ready to turn out the contents into the bowls before him and ready, if need be, for dilution with the hot water. There follows a roundup by this man of the Columbia tasters. He calls them by the collective name of "the gang." He begins by making sure that a man named Bert Hines is present; then sallying forth into the office he very unobstrusively informs the "giants" of that department that he is ready. He begins with Howard Herner, who is usually buried in figures, and needs to be told twice and sometimes thrice that his services are required in the dining room. Then he goes to Levering Evans—gives his message, and passes on to W. P. Hapgood. Billy Hines, and finally to Jack Evans, saying to each one—"Well, we're ready for you!" Then the procession moves and the favored members of the office join the salesmen who happen to be in, and the arch taster, Bert, who is usually waiting impatiently for the other tasters. Around the dining room table each one of these men stands armed with a spoon and what each one hopes to be a fine, sensitive palate.

The chili, soup, chop suey or whatever happens to have run the previous day and to be contained in the sample cans on the table is emptied into the bowls and then diluted—if need be—ready for the experts. Spoons are dipped in and with great care the tasters sip the soup or chili, after a little while—as if to make sure of the taste their palate has registered—they cautiously and usually with little display of enthusiasm pronounce judgment.

It is an interesting study to watch faces while this process goes on. The organizer, who brought these men together, one Armstrong, who once worked in Pennsylvania's coal mines—and Bert Hines, stand back of the table, with an air of expectancy, as if saying to themselves—"Now, what do these fellows think of our soup, anyway?" Before the table stand the others, each in turn tasting, making a wry face and giving opinion. Sometimes opinion is scarcely divided; we have days at other times when one of the men will have a very definite opinion that one sample is better than the other and another man will be equally sure that it is not so.

Sometimes we get samples of our competitors' goods and these we cut against our own products. Then the tasters sip and taste many times, straining every nerve to squelch their feeling of superloyalty to our organization and striving hard to be fair and impartial.

It frequently happens that even in the cutting of competitors' samples our men are hesitant in declaring that ours are the better ones, but we have a sufficiently keen anxiety to know the truth, to employ a series of blind tests in order that our taste be not influenced by our knowledge of whether a can of soup is made at the Columbia or elsewhere.

These tests are always fair and produce the desired results, for bowls are juggled and the tasters can have no idea of whose soup they are sipping.

This business of tasting our products goes on every day. Upon it depends, to a large measure, the maintenance and improvement of our quality and the success of our whole enterprise.

When the tasting is over each one returns to his customary job. Albert Armstrong returns with his wooden basket to the plant, ready for the same journey upon the same errand next day.

Bert returns to his laboratory, taking with him the criticism and the suggestions made by the tasters—and there he thinks and thinks about these, always trying out new and better ways of making Columbia products.

"You don't have to work wonders to be a man; but that which you do, you must do well."

EDITORIAL

We return once again to discuss the importance of accurate speech. We do so because we believe that the subject is a very important one indeed.

Every country and every organization has its own stock phrases, terms and words and these have a very potent influence upon the people who use them and who hear them.

It is a well-established fact that to use a phrase frequently is evidence of belief in it, and to do so tends to strengthen this belief in its truth and accuracy.

That is why statements used for a long time within a country, a state, an area or within an organization remain current and are accepted as true, long after the conditions which gave rise to them have changed or passed away.

Thus we find many honest, well-meaning people uttering phrases and maxims and using terms giving to them interpretations that were once quite accurate, but which are now completely false. The human mind is not always sensitive to changing circumstances and it clings tenaciously to old traditional sayings regardless of the changes which have taken place.

In this way error and misunderstanding arise and many a long and bitter dispute has its origin in the difference between what is one man's idea of the meaning of this or that statement and what is another man's idea of the same statement.

There has evolved within our own organization, during the last few years, a whole range of words and phrases, the use of which is very common, but the meaning of which is doubtful and ambiguous to many of us. Yet, we go on assuming that each one means exactly the same thing by the use of a phrase or term, and we seldom, if ever, question the meaning of these, nor do we ask ourselves whether this term or that term has changed its meaning as the years have moved on.

To reach harmonious agreement upon anything, it is a first necessity to have unanimous agreement upon the terms each one of us uses, and each one of us ought to be ready to accept newer and better meanings to old terms.

One would like to know what a foreman or an executive means by saying that so and so carries responsibility, or that so and so shows the right spirit, or that another person is good material for the purpose of being placed on salary. It may well happen that such statements mean different things to different people and if so it can be easily seen that unanimous votes and complete agreement are difficult to reach.

Again, when we talk of social attitudes, it is fairly evident that we have in mind divergent meanings, and that of course we have different opinions concerning these attitudes.

To some of us the term social attitudes, or a kindred term, such as being socially minded, or being progressive in our thinking of social matters, is wrapped in mystery and causes a good deal of perplexity; to others, the meaning is plain and simple. There is also a difference in the importance each one of us attaches to social attitudes, all of which adds to our difficulty.

Still, whatever differences may exist between the importance and significance of certain phrases for any of us, it is clear that we can make much more progress toward understanding when once we make their meaning clear. Frankly, this is a plea for standardization in the meaning of terms, as a first step in the direction of building greater internal harmony. Might we not spend some time together in telling each other what we mean when we talk of "carrying responsibility," "having the right spirit," "being co-operative in attitude" and "having a healthy social attitude"?

If we do so the results can not fail to be beneficial.

DEVOTION

Even when the fighting was hottest the colonel of an Irish regiment noticed that one of the privates was following him everywhere, with apparently much devotion. At length he called the man to him and said:

"You've stuck to me well this day, Private Rooney!"

"Yis, sor," replied Rooney, saluting smartly. "Me ould mother she sez to me, sez she: Patrick, me bhoy, stick to the colonel, and ye'll be all right; thim colonels niver get hurt!"

50-50

"Half the City Council Are Crooks," was the glaring headlines.

A retraction in full was demanded of the editor under penalty of arrest.

Next afternoon the headline read: "Half the City Council Aren't Crooks."

SALARIES AND CO-OPERATION

Before this issue goes to press, the question of salaries will be before us again.

Our struggle with this problem has been more concentrated in the past year than heretofore, but it has been and will continue to be a vital issue during the life of the organization.

Its vitality rests in the fact that the division of salaries is the dominant material return of the company to its members. In competitive industry on the other hand. the payment of wages is the **only** material return for labor, and the worth of any particular kind of labor has come to be associated with the amount of the wage.

Wages have come to be looked upon as the reward of labor, and from that step it has been easy to reverse the order and say that the end of labor is this reward—that the natural life in this industrial order is to obtain material returns by expending labor, that labor is a necessary evil which those without independent incomes are forced to undergo in order to enjoy the material things of life, life itself as apparently conceived by the American public.

If we accept this faulty, but common, logic, which involves not only one's attitude toward wages, but one's whole philosophy of life, we might as well give up the idea of any co-operative division of our income. Because, whatever other merits the present wage system may possess, co-operation has no part in it.

Our attempts to tackle the wage problem are based on profound differences between our organization and industry as a whole.

In the first place, our company accepts as a primary responsibility a decent living for all its members. As a consequence we have a minimum salary determined on that basis. This not only pays a living weekly wage, but it adds the important feature of steadiness of income and protection against unemployment.

Further, we have three weeks' vacation, protection in the case of illness, and retirement pensions. So that the weekly salary, while still the dominant material return, is by no means the only material return.

Other differences are more fundamental than a mere increase in material returns. The division of the amount available for salaries, as the division of the surplus after dividends have been paid, resembles far more closely the division of profits among partners than the payment of wages. The element of fairness enters in.

In industry as a whole a concern is considered "fair" in its wage policy to the extent that it pays or exceeds the market rate of wages. But there is little fairness in the market rate when it comes to differences in the reward of different kinds of labor. Those in the favored groups benefit by the fact that their number is limited, and those in groups with many are penalized for that reason. The usual commentary on this is that the restricted groups are restricted because skill is necessary in the performance of such labor. This is true, but the implication that these skilled jobs are open to any who are sufficiently industrious to acquire the skill is proving less and less true as industrial history progresses. Perhaps it is still true of the crafts, but hardly of administrative positions. More and more it is the specially trained who are placed in these positions, rather than the industrious and willing subordinate. And the significant thing when thinking of **fairness** is that the special training necessary to fill the most highly paid positions is available only to those already privileged.

In other words, from the co-operative point of view "fairness" is largely absent from competitive industry, although there may exist a certain competitive "fairness," which takes no account of the start of the race. With us as partners, the element of fairness enters into the payment of wages to an extent unknown in industry as a whole.

Any who hold that differences between wage payments on the outside are fair from the co-operative standpoint fail to understand the essential opposition between co-operation and competition. The latter is grounded on self-interest, the former on group interest. In a competitive group one is commonly justified in taking all that he can get. But in a co-operative organization it is recognized that the more one takes the less the others have. In this way we as a group of partners are faced with the necessity of finding a truly fair division of our total income. This cannot be in proportion to what each could obtain on the outside, because that we have seen to be without any positive fairness. It must be based upon a principle of equality.

But we differ in more ways than our attitude toward material returns. It is the common criticism of modern machinery that it deprives the worker of creative craftsmanship, and so deprives him of joy in his work. The most modern plants illustrate this to the highest degree. Under the present system the satisfaction of living seems to be crowded out of the occupations of most industrial workers, and they are forced of necessity to enjoy life outside the job. This situation is deplored, but little has been suggested as a remedy.

If machinery is the most economical production process, we can not afford to go back to handicrafts. The problem is to relate man to machinery in a way that will make it possible for him to find joy in his work.

The Columbia has taken a step in this direction in its democratic control. Each worker by feeling himself a part owner and manager of the whole concern is conscious of aiding in the creation of our product.

Finally, we differ by affording the opportunity to work for a better industrial order, the opportunity to serve an ideal that is worth serving. Before we decide the basis upon which to divide among us the total income we should realize that in proportion to our co-operation we are different from the competitive world about us. And that the basis of the division is not a bargain between parties with divergent interests, but a sharing among full partners of the results of common effort; and true co-operative service is its own reward.

Levering Evans.

A CORRECTION

In our last issue, in the article on the problems of ways and means of fixing salaries, an error crept into our list of answers to questions faced by the Salary Key Committee.

Question 2 read as follows: What relation should an individual's score on the efficiency chart bear to dollars and cents?

And the answer then given was: Not directly proportionate to efficiency, but as nearly so as possible.

It is quite clear that the answer is wrong and conveys the wrong impression to anyone who reads it.

It should be stated as follows: Not directly proportionate, but points scored should carry a value that becomes less as the scale is ascended. For example we would say that this means that the first ten points would be of a higher value per point than the next ten and the second ten or twenty of greater value than the succeeding ten or twenty points, and so on until the maximum is reached.

—Editor.

A PROGRESSIVE LABOR POLICY

In connection with the labor war in the coal fields of Colorado, which has attracted much attention throughout the country during the last few months, the following statement, issued by Merle D. Vincent, president of the Rocky Mountain Fuel Company, is significant. Mr. Vincent issued the statement after conference with executives, heads of departments and mine superintendents. The company is understood to be in the control of a stockholder of very liberal views and development of its labor policy will be watched with much interest. The statement follows:

"The policy of the company will be based on the fact that the men employed are as much an essential factor in the industry as the capital invested in it, and have independent rights in the determination of working and living conditions.

"The denial of these rights has resulted in constantly recurring strikes through the entire history of the industry. The consequent losses have fallen on the miners, the operators and the public alike. This system in the industry has created a vicious circle of prices below cost of production, strikes, imported coal at exorbitant prices to the public, and forced settlements leaving the parties still at war with one another. When operators in their greed for business cut prices to bedrock, as they have just started to do again, they make their men pay for the loss, thus paving the way for another strike, for further loss of profits, for failures and receiverships such as the industry in Colorado has recently witnessed. When profits are made notwithstanding such conditions, coal operations are characterized by practices which no industry should tolerate. To support this policy and maintain these conditions the public must again and again stand and deliver the prices demanded for imported fuel as it did this winter. The public's coal bill this winter and its business losses caused by the strike amounted to many millions. It

was a needless loss and waste. We are sure the public would rather pay reasonable uniform prices for a constant and sufficient supply of coal and thus insure satisfactory working and living conditions to miners and fair profits to the industry.

"The coal industry is sick, and the outstanding cause of its condition is that operators have consistently and continuously been at war with labor, with the public, and with each other. The inefficiency of such a policy is indicated by the low tonnage production per man in many of the larger operations, showing conclusively that hostile relations between the parties diminish productive power. The industry has been the subject of comprehensive and scientific investigation by competent government agencies. Findings of fact and recommendations of a constructive nature based upon such investigations have been placed at the disposal of operators but have been entirely ignored. The only resort to government agencies and powers by coal operators has been to employ them to help support and maintain existing ruinous policies and conditions.

"This demoralization of the coal industry stands out in sharp contrast to the stability and prosperity of certain other industries in which industrial warfare has been succeeded by sound relations based upon a recognition of the rights of all persons whose labor and whose capital are equally essential to production and distribution. Without going into detail the results of a policy of mutual understanding and joint effort prove beyond room for doubt its practical financial as well as human value.

"Recognition by each party in industry of the rights of the other is necessary for successful operation and permanent stability.

"Acting upon this principle the Rocky Mountain Fuel Company is putting into effect a policy which is based upon the fact that the men employed in the mines are as much an essential factor in the industry as the capital invested, and have the right to act upon equal terms with the investor to determine working and living conditions.

"We realize that this policy cannot be put into successful operation overnight, or even in a brief period of time—and we find in talking with miners that they understand as well as we do the importance of the time element in the situation. Many complex problems, arising out of years of antagonism and conflict, must be worked out before these plans can be fully effective. The development of this policy will naturally require full co-operation of the management and the men in the mines. Upon mine superintendents and other mine officials will rest a particularly heavy share of the responsibility for its ultimate success.

"In previous statements we have indicated in a general way what the policy of the Rocky Mountain Fuel Company will be, and have specifically stated that there will be no blacklisting of men, that employes of the Rocky Mountain Fuel Company who have been on strike will be taken back as soon as there are openings for them; that it will be the policy of this company to operate in conformity with provisions of the mining law requiring checkweighmen, safety inspection committees, and regulating work and conditions in and about the mines; and that employes having complaints or grievances may take them up through the proper channels and have them heard and adjusted.

"We suggest, at this time, in the absence of other means, the use of the Inspection Committee provided by law, which is elected by the men, to hear, investigate and report complaints and grievances and otherwise to represent the men in meeting the management."

We are glad to print the foregoing information for the benefit of our readers, and any further news concerning this new experiment which comes to hand will always receive our attention and interest.—Editor.

NO NEED FOR HASTE

Old Zeb was whitewashing his barn with a brush that had very few bristles left in it. The squire happened to pass and said, "Why don't you get a new brush with more bristles in it, Zeb?"

"What for, Squire?" asked the old man.

"What for?" answered the Squire.

"Why, man, if you had the proper brush you could do twice as much work."

"Mebbe so, Squire, mebbe so," responded the old chap. "Only you see, I ain't got twice as much work to do."—Forbes Magazine (N. Y.)

Egotism is the anaesthetic provided by nature to relieve the paine caused by being a fool.

COUNCIL NOTES

August 3rd, 1928

The meeting opened with the reading of the minutes of the previous meeting. These were accepted as read.

The chairman, Homer Shelley, reported that he had appointed Franz, Evans and Herner to act as the committee to handle the question of Mrs. Davenport's pension.

The question of placing Arlie Myers at the head of the mechanical department was postponed until after the sales meeting of September 10th.

Chloe MeHarry brought before Council the position occupied by Pearl Neddo, who had been recommended for salary and accepted by Council as such but who had failed to pass the medical examination to qualify for same. Pearl's work and attitude were highly praised by those who worked with her and it was stated that the doctor had not advised her rejection by us on the grounds of ill health.

The doctor thought that she would get quite well in time.

Chloe and others expressed the belief that it was unfair to penalize anyone in the matter of wage or salary payments merely because of some physical defects especially when these did not interfere with efficiency and usefulness.

After a long search for a solution to this problem it was agreed upon unanimously to increase Pearl Neddo's wage from 30c to 37½c an hour.

Next came the matter of a proposed increase in the salaries of James Cook and Claude Pennington.

The increase was suggested by those who worked with Cook and Pennington, and upon the grounds that both men were good, loyal, and willing workers. Mention was also made of the fact that they had displayed considerable readiness to carry certain responsibilities.

There followed a lengthy discussion of our financial position relative to the payment of salaries and wages.

Council was reminded of the promise made at the annual meeting that no increases in payroll would be made during the forthcoming year unless abnormal circumstances forced us to make such advances.

Council's opinion concerning the two men under discussion was that their work was in every way satisfactory but that the time was more or less inopportune to make any increases in pay to anyone. However, it was finally decided upon to make an increase of $2 per week in the salary of each man, bringing it up to $24.

The report of the Educational Committee concerning new employes was as follows:

That eight people, four men and four women, be selected for work with us, and to be taken on as the need arose in the production and other departments. The eight people concerned were named and the committee's recommendation to employ them was accepted by Council.

Ted Yoder attended Council and expressed his appreciation of the fact that he had had the opportunity of working with us for a whole year. He felt that he had learned a great deal from us and had tried very hard to give us whatever he had to give. He asked Council to be allowed to represent us at a Youth World Conference at Holland and this was readily granted.

Regular Meeting Held August 17, 1928

The first matter to be discussed at this meeting was the resignation of Duke Vaughn. Vaughn wrote to Council giving his reasons for the step he was taking and asked that his resignation take effect on August 30th. The burden of his communication was a complaint that he had been unjustly treated in the matter of salary payment, and this he thought was due to the indifference of his foreman. In justice to himself, Albert Armstrong, was asked to state his opinion upon the matter and did so very clearly. He showed that he had brought Vaughn's case before the salary key committee twice during the last year as a glaring discrepancy, but the committee decided against that with the result that Vaughn's salary remained as it was. Those who spoke upon the motion expressed the view that Vaughn was a very capable worker but that his dissatisfaction with his salary after Armstrong's efforts to increase it and the committee's refusal to do so outweighed his value in other directions for the organization. It was, therefore, decided to accept his resignation with the comment that the incident should be registered as an important experience for the company and the group.

Following this, Gertrude Felton's resignation was accepted as of August 16, 1928. The Stock Buying Committee recommended that we buy back Duke Vaughn's preferred stock to the value of $237. This was accepted by Council.

The Education Committee recommended replacing Gertrude Felton by a young girl by the name of Frieda McMechan. Miss McMechan came before the committee very highly recommended indeed, but, it was unfortunate that she was a minor and Council could not agree to reverse its rule upon the employment of minors. In her case, therefore, the committee's recommendation was rejected.

Dorothy Nord Holt gave an interesting talk on her experiences at the Bryn Mawr summer school, and promised to give some more information whenever the opportunity came along.

The meeting closed with a resolution to have a further Council meeting on August 24th.

Special Meeting August 24, 1928

This meeting was called for the purpose of discussing, "Why do we pay salaries?" The minutes of the previous meeting were read and approved, following which a report was given by Jack Evans upon an application for temporary work with us from a Chinese student named Wang. This gave rise to a lengthy discussion upon the business outlook in the near future and the immediate requirements of the kitchen and pulp house. The kitchen foreman expressed the opinion that his reserve of trained employes had been exhausted and that the need of the kitchen at the moment was a small body of new men whose qualifications were such as to show possibilities of progress in the work assigned to them and permanency. That statement added to the remarks of Billy Hines concerning the pulp house and its needs for the busy season led to the acceptance by Council of a motion to the effect that we hire during the next six weeks only such people that we can use permanently.

Jack Evans was instructed to write the Chinese student that we were not able to give him a definite reply at this time. At this point Council was informed of an incident that took place in the plant earlier in the day, when Ralph Condon left his work and went home because of differences of opinion between himself and the forewoman of the label room, Dorothy Nord Holt. These differences centered around Condon's methods of running the labeling machine. It was evident that there had been a breach of discipline and that Condon definitely refused to accept instructions from his superior officer.

Council felt that the mere act of refusal to obey orders coupled with a man leaving his job constituted a grave offense irrespective of the causes which led to such action. It was pointed out very forcibly that such conduct is a real menace to the stability and working efficiency of the whole organization.

As an expression of that belief Council agreed to a resolution stating that all subordinates must obey orders from their superiors. The question was asked as to what a supervisor should do in the event of an employe refusing to carry out instructions. Only one course seems open to any officer under such circumstances and that is to remove the offender from his work until the case can be brought before Council for full discussion. It was also stated and accepted as the sense of the meeting that a subordinate who refuses to obey orders is wrong until he has proven otherwise to Council. There followed a direct motion bearing upon Condon's case which sought to remove Condon from the label department forthwith. A standing vote showed thirty-two in favor of the motion and four against. This vote was declared final. In order to clarify the situation it was moved that Condon be suspended for two weeks without pay. This was later amended to read, suspended for two weeks with pay, and in that form it was carried by a substantial majority. It was hoped that during these two weeks the case would be investigated very thoroughly and some changes brought about. Before the close of the meeting it was agreed that a further meeting be held on Monday, August 27th. This meeting, it was stated, should be devoted to the discussion of salaries.

Special Meeting Held August 27th, 1928

The minutes of the last meeting were read, corrected, and approved. Someone suggested at the opening of the meeting that in the case of Ralph Condon there was great danger of our overlooking the significance of his offense. Two or three members spoke to this point, each one urging that co-operation did not mean unbridled freedom for each individual to do as he saw fit, but on the contrary that it meant a very well devised system based upon discipline. The meeting then turned its attention to the subject of, "Why do we pay salaries?" meaning thereby, why do we pay at all for work done and why do we pay more to some than others. It was explained that the present scale of salaries beginning with the $19.00 a week minimum had evolved slowly and had been set at such a sum largely because of our estimate of the

average individual's needs. In the same way the marriage differential of $9.50 and our children's allowance was reached.

The chairman chose a very wise method in handling this subject by asking each individual present to express his or her views as clearly as was possible. There emerged from these several statements many different opinions, among them the belief that many of our number placed considerable emphasis on the need for recognizing efficiency in the estimating of salaries.

Upon such a technical question surrounded by many different circumstances it was not surprising to find that there were many views. It was made clear that we have striven for a long time to get away from the general practice of the industrial world of basing salaries upon the competition of the labor market, and that we have worked gradually but very definitely toward a basing of our salaries upon individual needs.

In connection with this it was brought to our notice that to conform with the attitude of the former owners of this plant in conceding their rights to ownership of the plant and the right to take from it in money as much as they could get, we would have to work toward payment on the basis of needs, for, only in this way can fairness and justice be meted out to the weaker members of our group. Three questions were asked as a consequence of this discussion and they were as follows:

1. What is the attitude of the single men toward the payment of marriage differentials?

2. Why are our women's salaries generally less than those of our men?

3. Would the group prefer individual valuations showing the relative status of each, even though not expressed in readjusted salaries?

These questions need the attention of each employe and it was decided not to attempt to find answers for them during this meeting, and they were, therefore, held over for a special meeting called for Thursday, August 30th, when this whole question of salaries is to be discussed further.

TODAY'S WORST STORY

Hubby: "I can't raise $100—that's all there is to it. I received a notice this morning from my bank about being overdrawn."

Wifey: "Well, can't you try some other bank? They can't all be overdrawn."

A WORD TO THE WISE

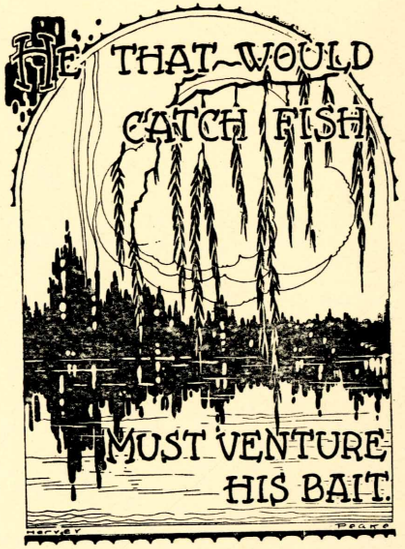
Coming upon a football which the farmer's son had brought home from school, the rooster promptly called all the hens around him.

"Now, ladies," he said diplomatically, "I don't want to appear ungrateful, or raise any unnecessary fuss, but I do want you to see what's being done in other yards."

IT DIDN'T WORK

"My friend," inquired the next-door neighbor, "have you sufficient confidence in me to lend me fifty dollars?"

"Oh yes, I have the confidence," said his friend, "but I haven't got the fifty."



ECONOMICS

Lady: "How much are these chickens?"

Butcher: "A dollar and a half, ma'am."

Lady: "Did you raise them yourself?"

Butcher: "Yes, they were $1.25 yesterday."

UNSELFISH

Teacher: "It gives me great pleasure to mark you 85 on your examination."

Jimmy: "Why not make it 100 and give yourself a real thrill?"

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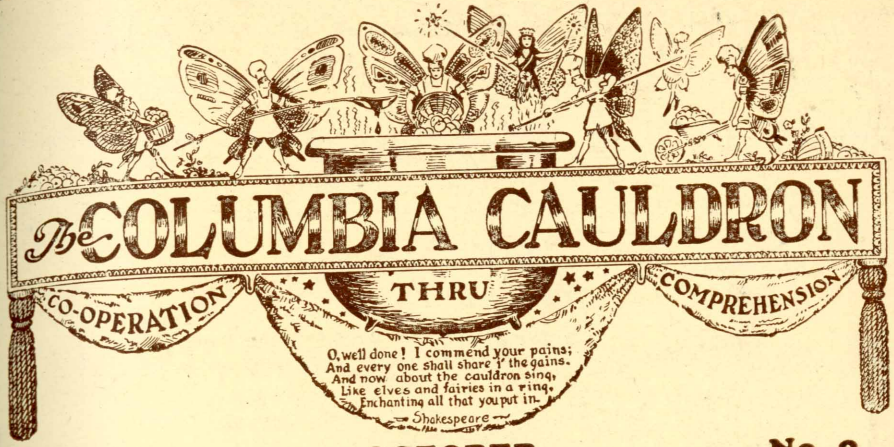

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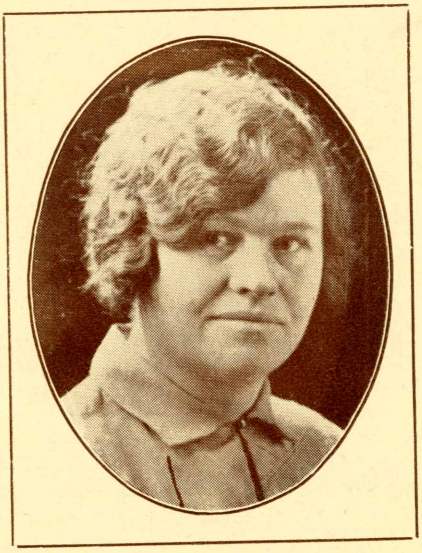

MRS. ALICE DECKER
Label Room Group Leader of
The Columbia Conserve Company

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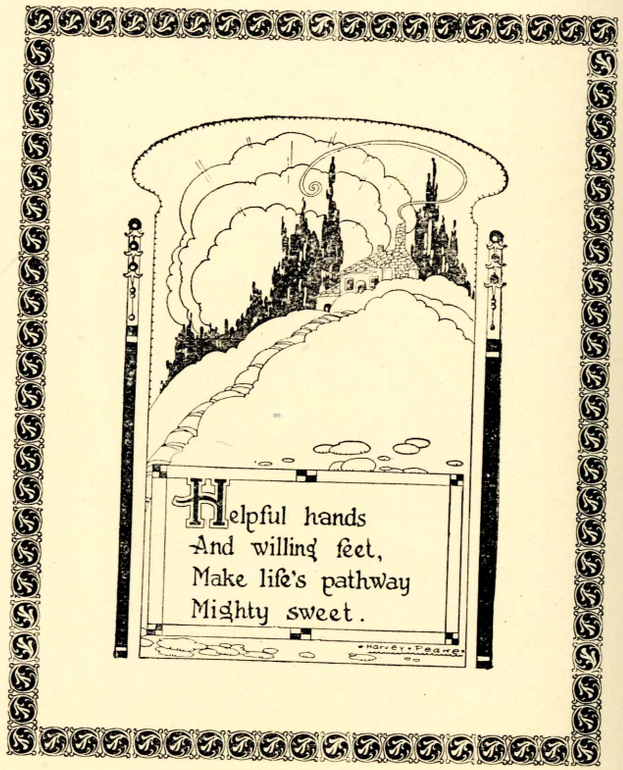


THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

PROGRESS IN COLORADO

The following document comes to our hands from the offices of the Rocky Mountain Fuel Company of Denver, Colorado.

We are glad to print it here and therefore bring before our readers again the splendid efforts of this Coal Company to introduce into the sphere of industry a spirit of good fellowship and a strong sense of justice.

This declaration of principles shows clearly that the ideas and ideals of the Rocky Mountain Fuel Company are very much akin to our own and because of that fact we feel great joy and pleasure at finding the opportunity of putting them before our readers.

Needless to say, we wish the Rocky Mountain Fuel Company every possible success in its new venture.

Declaration of Principles

We, the signers of this document, seeking a new era in the industrial relations of Colorado, unite in welcoming this opportunity to record the spirit and principles of this agreement.

Our purposes are:

To promote and establish industrial justice;

To substitute reason for violence, confidence for misunderstanding, integrity and good faith for dishonest practices, and a union of effort for the chaos of the present economic warfare;

To avoid needless and wasteful strikes and lockouts through the investigation and correction of their underlying causes;

To establish genuine collective bargaining between mine workers and operators through free and inedependent organization;

To stabilize employment, production, and markets through cooperative endeavor and the aid of science;

To assure mine workers and operators continuing mutual benefits and consumers a dependable supply of coal at reasonable and uniform prices;

To defend our joint undertaking against every conspiracy or vicious practice which seeks to destroy it; and in all other respects to enlist public confidence and support by safeguarding the public interest.

Department of Medicine, Health and Sanitation

There shall be created a Department of Medicine, Health and Sanitation, and a Commission to organize and direct the activities of this Department. The Department shall have a Director who shall be a licensed and qualified physician and surgeon; such assistant physicians and surgeons as work of the Department may require and such nurses as may be required. The Department shall further have consulting physicians and surgeons. The Commission shall be made up of one representative from each mine, elected by the miners, and of the same number of officials selected by the Company. Immediately after this contract is signed the Commission shall meet and proceed to organize the Department and adopt rules for the transaction of the Commission's business and for such regular and special meetings as may be required.

The purposes of the Department of Medicine, Health and Sanitation shall be:

(A) To render the best and most skilled medical and surgical service possible to employees and their families in case of illness or injury;

(B) To provide scientific and adequate prenatal and confinement care for the wives of the employees;

(C) To promote health and to prevent illness.

(1) By establishing and maintaining sanitary conditions in the Company's camps.

(2) By making available, through consultation and visitation of doctors and nurses, information on general health and development.

The Commission shall hear, investigate and adjust complaints which may arise in connection with the work of this De-

partment. In case the Commission is unable to reach a majority agreement on the adjustment of any complaint, two of its members shall be selected, one by the miners' representatives on the Commission and one by the Company's representatives on the Commission, who shall in turn select any third person they desire, and these three persons shall adjust the complaint. Such adjustment by the three persons mentioned shall be final and binding to the parties of this agreement.

It is further provided and agreed that the present charges of $1.00 per month for unmarried men and $1.50 for married men and their families shall be charged to employees of the Company and be deducted monthly from their wages to assist in maintaining such Department and that any expense incurred by the Department in excess of the fund so above provided shall be paid by the Company.

FROM THE OCTOBER, "THE WORLD TOMORROW"

Perception of great social changes usually lags far behind the changes themselves, so far behind that it is incapable of modifying their operation.

—o—

Our faith is ultimately in individuals and their potentialities * * * I mean an individuality that operates through voluntary associations.

—o—

If defects go with qualities, so do qualities go with defects.

—o—

The excessive sociability that breeds conformity also makes us uneasy till advantages are shared with the less fortunate.

John Dewey.

—o—

An economic system which is based upon the assumption that greed is the most effective spring of human action has the tendency of creating individuals who seem to substantiate that assumption.

—o—

Any industry which deals with a product of nature (e. g. coal, wood, etc.) cannot escape the logic which gives the whole of society a primary right of ownership in the storehouse of nature over the claims of those who merely saw it first.

It might be possible to believe that the possessive urge is so strong among men that it cannot be safely eliminated from forces which propel industrial activity and yet not accept the present system unqualifiedly.

—o—

Whether any system of society will ever successfully establish absolute equality of income may well be questioned. Human nature may not be equal to the venture, which presupposes that the quality and worth of different economic activities contain their own intrinsic rewards. It would require a high degree of imagination to accept such an idea—(and), the uninteresting nature of much of the work in modern automatic industry leads one to question the truth of the idea.

—o—

Moral and spiritual values are best maintained where excessive luxury does not tempt to excess and extreme poverty does not destroy the physical basis of a decent life.

—o—

The question is whether society can gain sufficient social intelligence to modify the present system step by step as the need arises, or whether through the stubborness and blindness of the holders of power and privilege and through the ignorance of the masses the system will be permitted to disintegrate until change can only come through revolution and social convulsion.

Reinhold Neibuhr.

Science starts with curiosity, steps forward by observation and experimentation, and its goal should be a full grasp of truth underlying natural occurrences and human events.

—o—

Any civilization and every effort for progress is only valuable and worthy so far as it contributes to a fuller realization of the unity of life.

M. Auesaki.

If a person gets an idea from a lecture, he should not go to another lecture until he has done something with that idea. He can do anything—the merest trifle. If it is a lecture on international relations, he can tell the car conductor one good thing about the Mexicans. If it is a lecture on psychology, he can buy a new book for his youngster. If it is a lecture on the drama, he can take his grandmother to the theatre.

H. A. Overstreet.

EDITORIAL

Recent discussions in Council seem to indicate that within the group there is little real enthusiasm over the prospect of our collective ownership of the plant. Guesses made at one Council meeting showed that many of our better judges, persons of very long experience, thought that only between twenty and thirty per cent of our whole force, and that happens to mean twenty to thirty persons, were really interested in the complete ownership and control of the business by the workers.

That statement may have surprised some of our members and it will surely cause surprise to some of our friends. This experiment in workers' control of industry has run a course of eleven years and it is fitting and proper for us to take stock of where we stand now, compared with, say, a decade ago, a stock-taking that may arouse our flagging interest.

No one is really qualified to talk or write upon this matter except those who have passed the last ten years with the company and who have had sufficiently keen minds to have observed the course of events. The present plan of running the business in a democratic manner is the outgrowth of a slow process of development, beginning with the adding of a few major executives and later of foremen and forewomen to the managing and controlling body.

But the idea of industrial democracy would not allow the major stockholders of the business to stop at any point short of bringing into the actual field of management the whole force, from janitor and laborer to the president and manager.

Gradually, this step was taken and all persons whose names appeared on our salary payroll were invited to attend Council and participate in its deliberations. A last step was taken when, in addition to salaried employees, wage-earners were asked and urged to become members of Council and to enjoy the same rights and privileges within that body as others.

From the point of view of the form or shape of the organization, there can be no doubt but that, when all employees, irrespective of status, become eligible to membership of Council, we reached democracy in its most complete form. Then, for the first time in the history of the United States, a group of ordinary workers reached a position in which it became possible for them to control their own lives within industry.

This new system having been inaugurated, it is a fascinating task to consider what this new set of circumstances has meant to the workers; how the system has developed; to what position it has arrived at the present time; and how far it has fallen short of the hopes and anticipations of the originators of the plan.

At first, even the higher executives among these workers brought into this new relationship, were somewhat timid and uncertain, if not a little bewildered. That should surprise no one, for in these circumstances these people were virtually in a "no man's land," that is, in a position quite unlike their former one, a position quite unlike any position that they or their fellows in industry outside this organization had ever found themselves in before. They entered into a new relationship, unique in the history of American industry and because of this fact they had little or nothing to guide them. A group of ordinary human beings, they were, more or less suddenly, confronted with the task of running a canning plant and their equipment consisted only of their hard common sense and former business experience.

With the generous support and encouragement of the major stockholders of the company, they overcame their hesitancy and took to their new work boldly and seriously. The initial steps of extending control and responsibility to those who were formerly mere employees of the company was a bold one, but the almost immediate result seemed to justify it. In 1917, the first year of operation upon a democratic basis, the business yielded a profit of $69,000, and the following year we made $54,000. In the years between 1917 and 1927, the financial returns of the company show a profit of over $230,000 notwithstanding the fact that we suffered a loss of over $70,000 on the farm, so that the factory in itself may be said to have yielded a profit of $300,000. Compared with any former period of similar length, or with most commercial enterprises in the U.S.A., for the last ten years, the above record is a good one.

This may not be entirely due to the form of government we have at the plant, but one is certainly led to believe that that has had something to do with it. There are other factors which have contributed to this result but the most potent one is the moral pressure which exists within the organization, urg-

ing each individual to do his or her best.

This may come because of a fear of criticism or because of a sense of duty to the group, a sense of duty that carries them through the hardest and most arduous tasks with great ease and maybe joy. Whatever its cause, there exists a fairly rigid group discipline and this must and does express itself in heightened activity on the part of the group generally.

So we are justified in saying that we have become and continue to be a fairly effective industrial organization, and, that probably because of our system of democratic government we are justified in congratulating ourselves, to some extent, upon what has been achieved in ten years, in that we are near the solution of the problem of production and we are approaching a solution of the problem of marketing our products.

But that does not mean that we can afford to rest on our oars, that we have arrived at the solution of all our problems, for we are still far short of attaining the full realization of a system of democratic government.

Our great problem, for the next decade at least, is a problem of persons. A democracy does not involve the leveling of mankind so that none will lead. It means a system under which each individual is allowed fair and equal scope for developing his or her own personality and for bringing out all those qualities necessary for serving the community, and under such a system certain men and women would naturally lead. A democratic government would particularly need strong leaders with clear vision and sound judgment in business, as well as a realization of social needs, and it is in the growth and development of such leaders within our group that we have not progressed as much as we might and as much as it was anticipated.

Then, again, in spite of the fact that there has evolved in our midst a democratic system, young, strange and highly experimental, yet we lack the boldness of the experimenter, we lack a readiness to accept new things and new suggestions, because of old prejudices and fears, and we lack the vigor to exert ourselves greatly in dealing with difficult business problems, tending to fall into a complacent attitude quite incompatible with an experiment in industrial democracy.

Then, too, we further hamper our progress by the presence of small human weaknesses, insignificant, perhaps, when viewing the problem as a whole, but tragically detrimental to our development, and these weaknesses can be summed up in the one word, selfishness, or to make it a little more euphonious, individualism. Although we work together in a group, for group ownership, from which vantage ground, when once attained, we might point out the way to the uarger groups outside, and lay the foundations of a still larger and larger group ownership, far from keeping our minds fixed on this great ideal, we cannot completely allay the personal jealousies within our small group, and this we must do before we can discipline ourselves and strengthen ourselves against the greater danger of hugging our benefits to our own breasts, forgetful of the larger world outside, of which we form but a very small unit.

This jealousy of one another is to be traced to the very roots of our beings, and to reject it we must consider what our individual motives are, what we are seeking ultimately in this life, and only by subjecting our personal aims and desires, enlarging them so that they may coincide with the aims and the well-being of the whole group can we solve this problem and rid ourselves of this deadening weakness.

We have almost reached a solution of our practical problems of the production and sale of our goods. Can we reach a solution of our more difficult problems? Can we develop a sense of the importance and dignity of the task we are called upon to perform? With such a task, how full of hope is life! Let us face that task with new vigor, with a new urge toward co-operation, and a realization of the vast fields that still remain to be conquered.

IMPRESSIONS OF BUSY SEASON

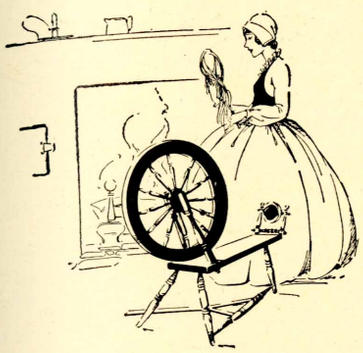
At the Columbia a stranger is soon made acquainted with a term known as "the busy season."

If he comes to the plant in mid-winter he hears various reports and stories all having their origin in "last busy season" —when many outstanding feats were performed.

If he comes in late spring or early summer then, the talk begins to move away from the accomplishment of, "last busy season," and to be focused upon "the busy season," from which the stranger naturally infers that it is something ahead, something that is surely coming—in short, the next busy season.

One hears of long hours of hard work, of feats of endurance that parallel those of pioneering days in the Mid and Far West.

The impression creates an interest in the stranger's mind and he wonders what it is all going to be like.



The weeks may roll on, the busy season seems a long time coming, and then one is tempted at times to think that even at the Columbia the new man is just being "fooled"; that things are not quite what the "old boys" would have others believe; that the threats of "a hard grind to be cheerfully undertaken" is slightly if not greatly exaggerated.

Then, the day comes when Billy Hines begins fussing about the condition of the Pulp-house and remarking that he is thinking of cleaning up "out there"; then there follows a general tendency to discuss who will go out to the Pulp-house.

Soon Joe Hawkins begins surveying the general condition of the Pulp-house, and the next day he is joined by another, a wage-worker or a member of the Mechanical Dept., and the "clean up" is actually on.

At the same time one notices that most of the salesmen are at the plant dressed in blue overalls or white trousers, with the redoubtable Arlie in an outfit that suggests he is either an old farmer and hunter or belongs to such a one as discards his attire before it gets too bad for his near relatives to use.

Then, there comes up the question of who is to do one thing and who is to do another thing, and slowly one is forced to believe that there is something in this talk of "the busy season" after all.

Gradually one notices other little changes and a heightened activity in general.

Billy Hines emerges one day in white trousers and one has to take notice. He seems torn between a dozen different jobs and he sits more restlessly than usual at his desk.

He begins the day with urging Ed Proper to do certain things that, apparently, he cannot attend to himself, and occasionally he and Bert sit at the same desk figuring and arguing and one hears the one or the other saying insistently, "By Golly, you can't do it!" Outside, an unusual sight greets the eyes of the man who knows but little of the Columbia. Wagons roll into the plant yard and with them come the husky and dusky tomato growers.

These new men, all farmers, join the Columbiaites at the noon-day meal and afterwards display their skill in competition with the "natives" at throwing horse-shoes.

They look rough and "tough" but each man's face bears the mark of hard and honest toil and they join in with the plant workers with all the good fellowship in the world.

The days pass on and the tomato wagons and trucks increase in number. The Pulp-house pit is continually full, for, there are tons of tomatoes to be handled, and the farmers wait their turn to dump with great patience, in spite of the fact that they often have to wait many hours for their turn.

The grinders in the Pulp-house rotate incessantly, and the pure pulp passes to the kettles in the kitchen. There it is transformed into soup from which place it goes into the fillers.

Four lines of number one cans run from early morning to late night and in addition, for a great deal of the time, the reddish flow of wholesome tomato soup runs into the gaping number ten cans.

Walter Mullen paces the aisle between the process tanks with great regularity and the rings pass back and forth steadily. The Label Room is agog with activity, the machine runs with regularity and the girls attend to their many and varied callings with unfailing care.

The day passes into evening and the evening into night, but still the empty cans move from the warehouse and the full ones drop into their rings.

It is production with a vengeance. One sees Armstrong rushing here and there and Bert swinging around a corner to reappear a few minutes later by one's side.

The warehouse men move mysteriously to and fro' and by some mystic means

devour the cans as they are taken to the Label Room.

Then suddenly one hears the swish of the hose on the machines and the kitchen floor, the conveyors begin to fail in their mission of relentlessly pouring forth the full cans, and one realizes that the day's run is over.

One looks at the clock; it says nine, ten—maybe eleven, for one has had no time to heed its progress and with a sigh half of weariness and half of satisfaction at the work done one thinks of home and bed.

As one files out into the dressing-room one sees this weariness and satisfaction shared by all around. Figures are mentioned which may mean anything, cases, batches, cans, but one knows that they are mentioned with a great pride, pride in the results of a collective effort by all, for a common purpose.

Thus one becomes acquainted with the Columbia's busy season. It certainly is a busy time, but it is a happy time; it is a time to which many if not all look forward; and a time to which all look back with joy and satisfaction.

COUNCIL NOTES

Special Meeting August 30, 1928

After approving the minutes of the previous meeting the question of the payment of two weeks' salary due Mr. Levering Evans upon resignation was brought up. It was reported that because of Levering's doubt as to the purpose back of this payment which we usually make to salaried employees upon leaving he could not accept payment until he understood more clearly what it was for. Because of the pressure of other business this matter was set aside for future discussion.

Joe Watson reported the need for improved arrangements between the case sealer and the Receiving Department. This matter was referred to Albert Hines, the Forewoman of the Label Room and the Foreman of the Receiving Department.

Council next devoted its attention to the question of: "What is the attitude of the single man towards the payment of differentials?" The discussion revealed that there was considerable misunderstanding as to the real purpose for the payment of sums of money such as are paid to married men and those with children. It was suggested that perhaps the single men felt that they were having to shoulder the burden of making these payments by having to forego increases to which they thought themselves to be entitled. The vague way in which people understand the meaning of these somewhat unique payments was revealed by the fact that most, if not all, people think of the total sum of money which a person ultimately gets as being his salary rather than discriminating between the various checks that compose the total sum. It was made very clear that the burden of paying the marriage and children's payroll was borne evenly by all and if any one or more persons did shoulder a greater measure of the burden than others it was those people whose capacity to earn is restricted due to the kind of organization and plan we have at the Columbia. We had only one single man at this meeting, and he expressed himself very clearly as being in favor of the payment referred to above, and also expressed the opinion that most of the single men were generally well satisfied that their fellows who had greater responsibilities than they in the direction of maintaining homes and families should have more money in the form of differentials.

There followed upon this discussion one concerned with the effect which the prospect of owning the business had upon our employees' attitudes and outlook. There was fairly general agreement that the number of people working with us who were genuinely interested in the goal of ownership was small, and it was estimated at between 15 and 30 percent. In searching for a reason for this state of mind it was suggested that lack of interest arose from a feeling on the part of many that ownership was too far off for them to benefit by it, and secondly that the benefits that would accrued as a result of ownership will go largely to employees who join us later, and whose contribution towards reaching the goal had not been or is likely to be very small.

At this meeting discussion reached a very high level, and there seemed to be a more complete frankness and readiness to talk on the part of all present than appears to be the case at most Council meetings.

We touched upon some very fundamental aspects of our whole plan and this lead us, at least, to seeking to improve it.

The lateness of the hour prevented any lengthy discussion of the above matter and the meeting was adjourned after

a motion that we call a further meeting for Monday night, September 3rd.

Special Meeting September 3, 1928

Minutes of the previous meeting read and approved.

As directed by the former meeting this one was given over entirely to a discussion of the unfinished business of the afternoon meeting and the question of, "Why we pay salaries?" The question of the lack of interest displayed by employees in the ownership of the business was first discussed. The reasons given in the former meeting were again restated. It was estimated that the ownership of the business by the employees would be accomplished within the next seven or eight years providing our anticipated increase in business and relative decrease in expenses within the next two years be realized.

In order to offset the feeling on the part of many of our associations that ownership when it comes may mean very little or nothing to them because they will have retired from the payroll or will be on the point of doing so, a suggestion was put forward that credits be given to each salaried employee for each year of service and that these credits be realized in the form of money such as annual or monthly payments to those persons who had contributed thus to the building of the business. It was also pointed out that such credits might be transferred by employees to their heirs after their own decease. This new plan might make our employees feel more assured of the fact that they were helping each other and themselves even though they should leave the organization.

Because of the implications of such a plan and the need for a very careful working out of its details before it is applied the discussion was left at this point after most people who had spoken had expressed themselves as being in favor of its adoption or one similar to it.

Albert Hines reported that he had consulted Mr. Rippe concerning the matter of having him fill the position vacated by Duke Vaughn. Information available showed that Mr. Rippe is a very skilled machinist, and is very well acquainted with the machines which we use. It was moved and seconded that we offer Mr. Rippe a position with us at $35.00 per week and this motion was carried. It was made very clear in the discussion concerning this matter that Mr. Rippe would only occupy the position of machine man long enough to train someone else to do that job thus relieving himself for the performance of skilled work which his training has enabled him to perform. At 10:00 o'clock the meeting was adjourned.

Regular Meeting September 7, 1928

At this meeting Hazel Flynn tendered her resignation with the explanation that she had been assigned to a new job by the authorities of Antioch College. Her resignation was accepted, and all who knew her will wish her well in her new field of activity.

The Committee appointed to handle the situation reported by Joe Watson in the Label Room gave its report to Council, and explained that the difficulty between the Label Room and Receiving Department had been adjusted, and that in future the case sealer would receive the assistance necessary from the latter department.

Jack Evans reported that Homer Shelley offered his resignation as Chairman of Council and suggested that it would be well for Council to appoint a new chairman and a new vice-chairman, the latter to replace Levering Evans. The task of presiding over Council is generally considered to be a difficult one, and, one of very great importance to the organization. It is not easy to find in one man or woman a combination of the qualities that make a good chairman. With us the difficulty is accentuated because Council is not only a deliberative assembly but is also an executive body. A list of the qualifications considered to be desirable in a chairman was compiled by going around the room and asking several members to state what they thought to be the qualifications necessary for the performance of the job.

Next it was asked whether we placed greater importance upon the transaction of business rather than upon the use of Council as an educational institution. Most members agreed that it was time for us to give greater weight to the transaction of business with the result that we looked around for a man who might help us in this direction and give Council the guidance necessary to perform the task. After this discussion Homer's resignation was accepted and in his place Arlie Myers was appointed chairman while Genevieve Hendricks was appointed vice-chairman.

A report was given by Jack Evans upon the case of Ralph Condon.

He suggested that Condon be transferred to the Receiving Department, the

reasons given being that the men in that department were anxious to have Ralph with them and give him a chance to prove himself worthy of membership in the group. This suggestion and report met with rather vigorous opposition on the grounds that Condon needed discipline of a strict character. It was felt that Ralph would receive too much sympathy from the men in the Receiving Department and thus lead him to believe that his insubordination in the Label Room was justified. After a long discussion of the various plans surrounding the problem of transferring Condon, it was moved and carried by a small majority that the suggestion be rejected. It was then proposed that Condon be placed back in the Label Room giving to the forewoman there the power to discharge him in the event of his failing to obey orders. This proposal met with the approval of only a minority in Council for the reason that they thought it would lead to friction between Condon and the forewoman there, and that placing him in that situation would be to invite disaster. There followed a proposal to discharge Condon which was also rejected. Finally the motion to place him back in the Label Room, giving Dorothy Nord Holt the power to dispense with his services whenever she thought his conduct insubordinate was carried.

This meeting was adjourned at 10:00 o'clock and a further meeting was called for September 10th.

Special Meeting September 10, 1928

The minutes of the previous meeting were not read because of the absence of the Assistant Secretary in whose keeping they had been and still were.

A report was made by Jack Evans to the effect that Ralph Condon had tendered his resignation. This was unanimously accepted without comment.

The next question to occupy Council's attention was the one of: "Under what conditions should a widow or widower having children be paid the marriage differential?" This case arose because an objection had been raised to Willie Kalschauer receiving payment of the marriage differential. The minutes revealed that the rule governing this payment had been very loosely worded, and was subject to more than one interpretation. Because of this there were some members of Council who thought that Willie Kalschauer was not entitled to the marriage differential although he is a widower maintaining two children. The facts revealed that Willie was taking care of his children by boarding them out and this seemed to some people to conflict with the resolution which states that a recipient of the marriage differential shall be responsible for "taking care of his or her children," and interpreted this as meaning that he or she should maintain a home for such children. The obvious complications that would arise from this interpretation lead Council to discard it, and the motion seeking to give the rule that meaning was lost by a large majority.

After the discussion evervone agreed that Willie Kalschauer was entitled to the marriage differential in just the same way as any other widower or widow who has children.

Albert Hines reported that Mr. Rippe, of the Continental Can Company, had decided to join our organization as soon as he could give his employers the necessary time to replace him.

The matter of Levering Evans and the payment to him of two weeks' salary in advance was next before the house. The suggestion that we should discuss the purpose of such a payment was ruled out of order and attention was directed to whether, under the circumstances, Levering Evans was entitled to this payment. Without any division of opinion Council showed itself in favor of paying him, and Jack Evans was instructed to write him giving him that information.

The question of whether we should pay Ralph Condon two weeks' pay in advance upon resignation was decided in the affirmative, and the motion contesting it was stricken from the minutes by consent of Council.

When we came to talking of our next Council meeting we had to take heed of the fact that we were running right into busy season and therefore we thought it wise to ask the chairman, vice-chairman and the agenda committee to call such a meeting at any time within the next month that they might think necessary. This motion was carried and the meeting adjourned.

OUT OF LUCK

"I would like to marry that girl, but the family is opposed to the marriage."

"What about the girl?"

"She is a member of the family."

"Who is over-keen on his own rights is no judge of other's rights."

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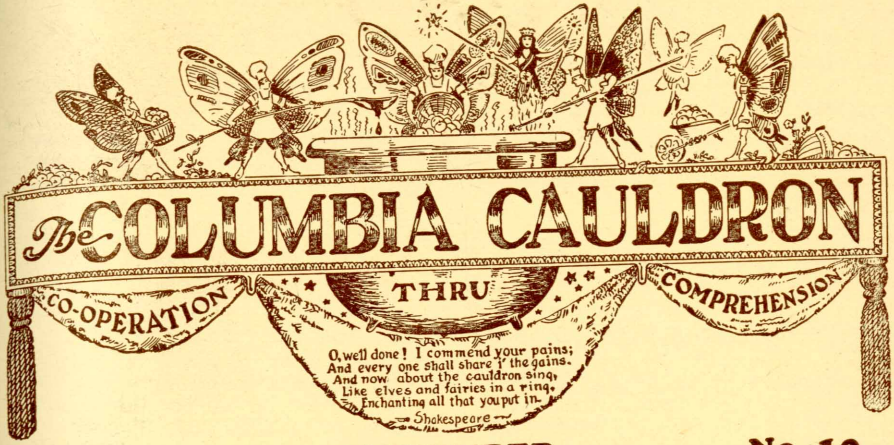

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MR. ARLIE D. MYERS
Head of Mechanical Department of
The Columbia Conserve Company

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INDIANAPOLIS

To live for common ends is to be common.
The highest faith makes still the highest man;
For we grow like the things our souls believe,
And rise or sink as we aim high or low.
No mirror shows such likeness of the face
As faith we live by of the heart and mind.
We are in very truth that which we love;
And love, like noblest deeds, is born of faith.
The lover and the hero reason not,
And they believe in what they love and do.
All else is accident—that is the soul
Of life, and lifts the whole man to itself,
Like a keynote, which running through all
sounds,
Upbears them all in perfect harmony.

—Bishop Spalding.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

WORKERS' CONTROL OF INDUSTRY

There is one industrial and social question which is more and more on the lips and minds of the thoughtful—Is workers' control of industry practicable and desirable, and how is it to be accomplished?

This may be separated into the following questions:

First. Can workers be taught to manage their own industries and how?

Second. If they are in control will there be less friction than there is now between owners and employes?

Third. If workers' control is to come will it come through the process of evolution, or can it be brought about only by violence, through the expropriation of the present owners?

Fourth. What is and what may be the influence of the Trade Union Movement on this problem?

I shall attempt to answer the above questions in the light of my experiences during the last ten years with the experiment carried on by the Columbia Conserve Company whose goal has been workers' control and workers' ownership. This company reached the first goal, namely workers' control, several years ago, and is now making fairly rapid progress toward workers' ownership.

It was in the early part of the year 1927 when we made the change from autocracy to democracy in our plant. When the workers at that time were informed of the decision of the owners to place the management of the business in their hands they were, of course, quite skeptical with respect to the truthfulness of my statement to that effect. The first problem, therefore, was to get their confidence in the integrity of the owners. It took several years to accomplish that, but slowly as the years passed by more and more of the workers became convinced that the owners really wished them to manage the business. I think I can say without fear of contradiction that it has been some time now since there has been any doubt in the mind of any worker as to the integrity of the experiment.

During the process of securing the confidence of the workers in the sincerity of the owners we set up an educational plan by means of which more and more of the workers were taught the problems of management. This school, called the Council, consisted of meetings regularly twice a month, and sometimes as frequently as three times a week, in which problems of interest to the workers, and of interest to the business, were discussed, and decided upon. It inevitably happened that in the beginning, and continuing for some years, most of the difficult problems were decided by a few employes, and those mainly in the more important offices. I say this inevitably happened because the technical knowledge of the business in the beginning, and for some years later, rested largely among those in the more important positions. Before those in other positions would enter fairly freely and with confidence into important decisions they had to become more or less technicians themselves.

Through our experience I can answer No. 1 positively to the effect that workers can be taught to manage their own business, if the technicians in the beginning who understand the problems are willing to impart their knowledge to the workers. In my judgment the only way they can be given this knowledge is by actually entering into management, and being permitted, in fact being urged, to make their own decisions. I know they will respect the judgment of those more able than they until such a time as they feel confident of their own ability.

With reference to question two, I have had at times doubts in the last two years as to whether there will be less friction between individuals and groups within democratic industries than there is in the present autocratic form, but in the main I feel encouraged to believe that work-

ers can learn to live intimately together in a free society and to adjust their differences when they arise. Unless this can be done, I can see little advantage in changing control from its present form to any other. I mean by this that unless democracy in industry results in a better spiritual attitude, unless it becomes a way of life instead of merely a form of government, it is of no permanent value.

I have had a great many arguments in recent years with people of various beliefs with respect to the evolution of industry, with trade unionists, socialists, communists, and anarchists. It is hard to find one who believes that industry in the United States may evolve into a genuine democracy. When I point to certain examples of this, not only to the Columbia Conserve Company but others, I am met usually with the repiy that we are an exception, and such a rare exception that we do not count.

About two years ago I sat in a little group of communists in South Wales and when I made the statement that I felt industry in the United States would evolve into a democratic form, one of the communists replied, "Owners LIKE to sit upon the backs of workers, and will not get off until they are kicked off."

This attitude is, of course, the typical attitude of the communist, but if it is true then I see no reason why such a completely selfish spirit should not exist just as deeply within the communist as within the capitalist bosom, and when the communist gets control he will be as autocratic as the autocrat of today.

I am confident that the chief desire of the American business man is success, and I believe that this desire will force him to change his relations with his employes when it is proven that there is something in this relationship more permanent and more productive than the present one. In the last two years I have had an opportunity to sit twice in meetings of the American Management Association, and I have spoken each time. Each time I have been very certain that the impulse which drove them hardest was efficiency. By efficiency I mean the ability to produce goods in the most effective manner.

I repeat it is my belief that if workers, when encouraged to take a part in the management, strengthen it, they will be invited in more and more, and I am also confident that if the technicians already in industry will act as teachers of the workers, they will make industry far more efficient than it is today.

With reference to the influence of the Trade Union movement on the problem of workers' control, I see much encouragement in such associations as the Amalgamated Clothing Workers, and the Machinist's Union. I wish that the leaders of the American Federation of Labor had more understanding of the needs of the workers. The Federation spends all its energy in fighting for a little more bread and a little more leisure. These are, of course, essential, but there is something much more vital in the end than either, and that is a change in the position of the worker which will affect his spirit. The most effective way in which this may be accomplished is by bringing back into industry an opportunity for creative effort. Since the machine replaced craftsmanship I know of no way that creative interest may return to industry except through participation in the problems of management which includes production, distribution, financing, and more stimulating than all these, an earnest study on the part of the group of how to live together.

W. P. H.

AN EXPLANATION

In our last month's editorial readers might have been misled into the belief that the Columbia Conserve Company is still charged with the responsibility of running the Columbia farms. That is not so, for the farms were transferred to Mr. W. P. Hapgood in 1925 and the task of running them and undertaking the various responsibilities connected with them have been matters which concern him individually since that date. The Company's only interest is the business of making food products at its premises at Churchman Avenue and the Belt Railroad, Indianapolis, Ind.

No Wonder

Doctor (examining unconscious motorman): "Did that automobile hit this interurban car?"

Conductor: "No, sir! You see, the driver stopped his auto to let the car go by and the motorman fainted."—Surface Service Magazine.

Flapper: "Could I see the captain?"

First Mate: "He's forward, Miss."

Flapper: "I'm not afraid. I've been out with college boys."

EDITORIAL

It would be instructive to consider what specific causes in our system of government or outside it—or, as is most likely the case, arising out of it, have been responsible for our present efficiency or our present capacity as a group of workers in and managers of a business enterprise.

Democratic government, giving as it does, freedom of expression to all who want it and can use it, has released much valuable energy among our workers which would, under other circumstances, have just lain dormant—have remained buried and useless.

This unqualified freedom to determine how things should be done belongs to the group, and as a member of the group the individual enjoys the right to contribute his or her quota to what ultimately becomes group opinion upon all matters.

Only so long as each man recognizes his own limitations, and will insist upon expressing opinion and using his voting power only in matters upon which he has genuine knowledge leading to conviction, and only so long as he has confidence in the belief of others more expert and better trained than himself can we, or any other democratic body, reach intelligent thinking and consequent intelligent action. A democratic body may be governed by a majority of its least intelligent members, and this is always likely wherever the leaders, who possess greater knowledge, and are leaders by virtue of that fact, show weakness and indecision or are prone to desire too completely the approval of those whom they lead.

In the running of a business organization the peril of weak leadership is very great indeed. Commercial institutions are very sensitive bodies and are beset at all times by a hundred and one factors and circumstances most of these being beyond the control of executives and the rank and file itself.

Business men, and particularly business leaders, need a very high-grade training in their own field, in order that they may gain a clear and comprehensive view of the many and varied aspects of the business in which they are engaged. They need to watch their organization as it works and moves every day. They need to know the relation of one factor to another within the business, and what is still more difficult, they need to be acquainted with the influence upon themselves and their organizations of forces and circumstances belonging to the great commercial and industrial world outside.

Leaders of business need a great deal of sound intuition as well as intelligence. They need courage to face the inevitable uncertainties of our modern business system, and they need, above all things, an ability to anticipate intelligently the course of events within their own business and without it.

Men who have some or all of these qualifications to a greater or lesser degree must always be heard when business matters are discussed, and within a democratic body such men must be accorded a position of first rank, and their opinions must be regarded as being of supreme importance in the conduct of business affairs.

That may seem too strong a statement; it may appear to run counter to fundamental democratic tenets.

But that is not so, for the democratic mode of procedure is only good because it is designed to give people an opportunity of revealing and giving of their best to the group which asks and gets the individual's service.

In the sense that leaders get a greater share in the making and moulding of opinion within any kind of democratic body and that the least able are likely to count for less than the more able—the superficial observer thinks that democracy is being thwarted.

That is not so. Democracy does not mean government by all irrespective of other things. What it does mean is an equal opportunity for all to participate in government, whether it be of a plant or of a country, and that opportunity having been given, intelligence and ability assert themselves, so that, inevitably, the more able and the more intelligent gain leadership and direct the organization in a given course.

Government by the masses of people is good in three ways. First of all, it means equality of opportunity to all, in participating in the affairs affecting the lives of all or most people. Secondly, it is in itself a school and an educational process in which people must learn the ways of life. Thirdly, it is a means by which unscrupulousness and other shortcomings may be checked by those who suffer for them.

No form of government or control, whether it be political, industrial or social is virtuous and good in itself; to discover its worth and value it has to be compared with other methods of doing

things and the comparison must always include a study of how effectively the one system or method, and the other, produces the results that men seek.

Democratic government can only be good because it gets things done, "produces the goods" for society in a better, more harmonious way than any other system thus far tried by human kind.

It is not a perfect system: it has many obvious defects. Those who believe in it are charged with the task of remedying these defects and the price to be paid in the performance of this job is constant alertness and vigilance.

DETAIL SALES WORK

For a long time our salesmen had been quality goods, and, of course, a comparison quality good, and, of course, a comparison of prices with our competitors' showed clearly that. in general, we had prices which favored our customers.

With this knowledge we were all puzzled why we did not sell more goods, and why our sales figures did not show any appreciable increase from month to month and year to year.

Our salesmen questioned our jobber customers for information about the prospects for soup and most of those thus prodded answered languidly, "Well! there's such a demand for Campbell's and other advertised brands." Further questions and further answers showed many of our jobbers to be suffering from a kind of hypnotism exercised by big advertising campaigns undertaken in the interests of our competitors. Except in the case of the most enterprising among them it seemed difficult if not impossible to move them to very great effort in behalf of soup, chili and other of our products listed under their own labels.

The jobbers' inertia and hypnotized condition seemed to present an impassable barrier to the expansion of our business, for without greater sales there could be no greater business.

The situation in the field of sales caused many long discussions in our sales committee meetings, wherein each committee member did his utmost to find a solution to the problem.

One day some one suggested that if the jobbers continued to resist our efforts to sell them, then, new tactics would have to be worked out.

The jobber's attitude was born of his customer's (the retail grocer) attitude and the grocer's attitude was largely determined by that of the consuming public.

There seemed to be only one thing we could do to change matters all along the line; that was to go directly to the consumer and demonstrate to him the quality and general appearance of our products. Hence our program of detail work with the jobber's retail customers.

At considerable expense to ourselves, we assigned all our salesmen, and many young people from the plant, to perform work with our various wholesale merchants in their several territories. Our men accompanied the jobbers' salesmen upon their usual rounds and at every store cut our goods side by side with those of our competitors, thus giving the grocer, the jobber salesman and any customers who happened to be in the store an opportunity of seeing, tasting and comparing our products with those of other producers.

This plan seemed the only one whereby we could get at the seat of our trouble, following the chain of resistances from the wholesale house to the actual consumer.

Our salesmen took to this work with vigor and already good results are seen to be coming from it.

The work was new to most of our men and in doing it they all gained many new experiences.

The work meant, and where it is still going on, means many inconveniences and much tiresome and arduous toil, but with hard work there were often mingled little joys and some really comical experiences which make good and funny reading.

Being forced to spend week-ends in little out-of-the-way country towns is not a pleasing prospect unless one has a taste for such things as religious revival meetings, or pictures at a dime show where everybody shouts and cheers at everything and the pictures indicate that the latest among them were made in 1920 or '21.

Of course, being quartered in a big city, where one knows no one is bad enough—but, the village with a train a day running into it, and none on Sunday, tends to weaken the stoutest heart.

Cutting samples is a great business for the Columbia salesman, for, he knows he has the "real stuff" in every can of Columbia goods he opens, and his danger is always to be over eager to show what he has.

It is not always easy to demonstrate even the good things of life—not even good soup and good chili.

Some grocers have a genuine dislike for any kind of demonstration in their stores, others tend to look with benevolent suspicion upon "specialty" men of every description.

Some there are who do not want demonstration of a product because they already are doing quite well with that item, others do not want demonstration —"just because it isn't any use trying!" and the peculiar thing is that grocers of the one type and the other often have their stores in neighboring blocks.

The writer had an experience of going into a store where the busy and genial grocer caried a full line of private label goods, including our soups and chili con carne. After a very informal introduction he assured us that he was doing fine. He did not want any cutting of samples because he knew we were packing the very best and he sold only the best. Exactly one block south was another grocer who said he absolutely could not sell private label soup or chile —"because the call was always for advertised brands," and he thought demonstration of quality would not help a little bit.

Other grocers would watch the cutting process very carefully and would look closely for defects in color and appearance; they would taste carefully and ask intelligent questions concerning the make-up of our products and those of our competitors.

Then we would invite the customers to pass judgment upon the samples cut and it was often instructive and sometimes amusing to hear what they had to say about them.

A salesman is often discouraged by the reception he gets at a store and by the criticism of his goods; at other times he is cheered to the utmost by a good report. But he cannot allow himself to be beaten; he trudges along to the next call whatever the last has been. Each day he has to start out again, ready to wreck opposition and failure and strengthened by the hope that springs eternal he takes a long view of his job and of the results he seeks.

Yes! the work of a salesman's and of a demonstrator is all right, providing he has a strong pair of legs, a stout heart and confidence in his merchandise.

—Junior.

"Those who are satisfied with little knowledge have none."

A NOTE OF APPRECIATION FROM WITHOUT

Among the letters expressing opinion concerning ourselves, excerpts from the following, written by Miss Pearl B. Forsyth, General Secretary of the Indianapolis Y. W. C. A., will be of interest to most of our employes and to many of our readers.

"I have felt pleased with and interested in receiving copies of the Cauldron. I have been interested in the ideals and methods of the Columbia Conserve since I first knew of it. Since it is impossible to keep in touch, I have been so glad to receive this inside glimpse. To me, it is most interesting and desirable that industry should be more interested in the development of the personality of its workers than in private income. Although, all of us have not yet been cured of selfishness, I feel that the spirit of the writers in the Cauldron and of the discussions is toward unselfish consideration of the problems of all, backed by the wish to serve the common interests rather than the individual interests.

"I would like to use this opportunity, if I may, to tell you that I lose no opportunity to say to our home folks as well as those from other states that we have an experiment in industrial democracy in Indianapolis. I use that fact as an illustration very often in conversation and in talks to groups."

We certainly appreciate Miss Forsyth's kind words and herewith extend to her our thanks for same.

A NOTE OF APPRECIATION FROM WITHIN

After having been away from the Columbia for almost a year, I am glad of the opportunity of being back again in one of the few concerns where one can work with the satisfaction of knowing that one is performing a real service to a group of people as well as to oneself.

One does not know how great are the advantages of the Columbia until one has seen and experienced how other plants and industries are run. I have found little pleasure in working in autocratically governed plants and I know that most workers get very little pleasure out of working in such places.

But having been in autocratic industry I am certainly able to appreciate the benefits of a democratic plan like the Columbia.

I am also aware of the responsibilities that fall upon everyone in a democratic plan and especially upon the leaders of departments.

I cannot speak too highly about the Columbia leaders and the way they carry their loads. I know, too, that every leader is mindful of the welfare of those who work under him as well as they are of production. At the Columbia it is impossible for one not to do his best without feeling unhappy about it, and yet this is caused by the sense of duty which everyone feels and not because of the pressure used by anyone. I am very glad to be back at the Columbia once more, and, for myself, it does not matter where I am put to work, for, I will always know that I am being placed where I am most needed.

I hope always to be able to do my bit, thus serving myself and the group.

—Ollie Chambers.

STOP ME IF YOU'VE HEARD THIS ONE

Epitaph

"Here lies an honest man and a good lawyer."

Visitor: "Why should it be necessary to bury two men in the same grave?"

William James, the philosopher, was disgusted with people who exercise their emotions at the theatre, in books, at concerts, or at prize fights, but are as cold as ice in the world of reality.

He told the story of a Russian lady who wept at the tragic fate of the hero in an opera while her coachman was freezing outside. He scorned her and her kind, and as a cure suggested this rule: When, through art, or music, or poetry, or drama, you are roused in your feelings, do something. Say a decent word to your mother-in-law; give an extra nickel to the waiter; buy your wife that long-needed bonnet.

Let us then be up and doing,
With a heart for any fate;
Still achieving, still pursuing,
Learn to labor and to wait.
—H. W. Longfellow.

"Willingly undertaken, a task is no task."

COUNCIL NOTES

Meeting of October 3, 1928

The minutes of the last two meetings were read and approved. This meeting was called for the specific purpose of selecting a foreman for the mechanical department. At a former meeting Dick Colter had recommended that Arlie Myers be placed in this position and Council turned its attention to this recommendation. The following points were brought up in connection with this matter:

(a) Arlie Myers' past experiences in mechanical work.

(b) The possibility of transferring him in view of his effectiveness in the sales department and the need for maintaining the strength of that department.

Upon the first question it was generally agreed that Arlie's experiences were such in character as to promise that he would make a very effective leader in the mechanical department. The second question involved a close examination of the relative difficulties to be met with in training a man to be a salesman and training him for the position of mechanical department foreman.

The opinion of members of the mechanical department was sought upon this question and also that of the sales department. The former department seemed anxious to obtain Arlie's services whilst the sales department showed a considerable reluctance to letting him go. Both Albert and Billy Hines expressed satisfaction at the proposal to make the transfer and this, in conjunction with the fact that everyone agreed, that Arlie's services as chairman of Council made it evident that from the point of view of the majority of Council members the transfer should be made. In spite of the obvious danger and risks involved in withdrawing an effective member of one department and placing him in another, the majority agreed that Arlie be placed in the mechanical department immediately after the sales meeting of September 22. Meeting adjourned.

Meeting of October 5, 1928

The minutes of the previous meeting were read, corrected and approved. The first question to come up before Council was that of whether Henry Rippe should work under Albert Armstrong, the kitchen foreman, or Albert Hines, our production manager. This question led to the consideration of several matters which were only remotely connected with Mr. Rippe, and bore very directly upon the relations of the two officers within the production department. Because of complications that seemed inherent in the situation the chairman very wisely directed matters so that ultimately a committee of five was appointed by him to investigate conditions in the Kitchen and Capping Room. Members of the committee were: Albert Hines, Walter Mullen, Albert Armstrong, Henry Rippe and Jack Evans.

A report by Miss Franz, on behalf of the pension committee charged with consideration of Mrs. Davenport's case, was next given. The committee urged that nothing be done in the matter of fixing a pension for Mrs. Davenport, but that, in view of her critical condition and the heavy medical and other expenses to which she is subjected, her salary continue as formerly until further notice. This recommendation was unanimously accepted.

Having disposed of the above matters a request was made to Council, through Powers Hapgood, that the question of employing Mr. Tom McCloskey of Gallitzin, Pa., be considered. The letter sent by Powers indicated that Mr. McCloskey possessed some very desirable characteristics which showed that he might very well become a useful and active member of the Columbia group. The discussion upon this matter was in several ways disappointing and the emphasis placed upon the applicant's qualifications in the direction of social outlook did not get very great consideration. Much was made, rightly or wrongly, of the group's responsibility to those workers who had passed through the busy season as wage workers, and it was evident that a high percentage of Council members believed that preference should be given to such people in the matter of placing individuals on our salary pay roll. A straw vote was taken upon the question of whether Mr. McCloskey be employed by us as a salaried worker, which showed the following results:

8 for, 22 against and 3 undecided.

This matter was then put aside as unfinished business and there followed the reading of a letter addressed to Council by Mr. Hapgood bearing upon this question and other matters relating to it. Due to the lateness of the hour, this letter was not discussed at great length but was set aside until our next meeting.

Meeting adjourned.

Special Meeting October 12, 1928

The first matter of business at this meeting was a report given by Jack Evans in behalf of the committee appointed to investigate the situation in which Henry Rippe was involved. The committee's report was brief and indicated that no solution to the problem of whether Rippe should work under Albert Armstrong or Albert Hines had been found. This committee's work revealed an unsatisfactory situation to exist between the leaders in the kitchen, capping room and process tanks departments, and the difficulty surrounding the placing of Henry Rippe seemed to arise largely from the apparent misunderstanding between the superintendent and the foreman of the kitchen. The committee's efforts to find a solution led to the resignation of Albert Armstrong as foreman of the kitchen, and Council was next faced with meeting that problem.

Albert gave an explanation for his action which suggested that his health plus the operation of other circumstances, which he did not mention specifically, made it impossible for him to carry on in his capacity as foreman and he asked Council to release him from that position and place him anywhere in the plant where he could be of service. The discussion surrounding the question of Albert Armstrong's resignation indicated that there were some obscure causes which had not been brought to light operating in the plant, and the following motion was then made:

Moved and seconded that a committee of five be appointed to investigate the matter in the kitchen, capping room and process tanks as it bears upon Albert Armstrong. The committee appointed consisted of Howard Herner, Chloe McHarry, Walter Mullen, Leo Zike and Jack Evans.

The next matter was the reading of letters that had passed between Powers, Mr. Hapgood and Jack Evans. and these were discussed from several angles. The outcome of the discussion was not very satisfactory because of the confusion which seemed to exist in the mind of Council arising from the very many and varied matters upon which the letters bore. No action was taken with reference to these letters and they were left over for further discussion in connection with the uncompleted business relating to Tom McCloskey's employment with us.

Meeting of October 19, 1928

Minutes of the previous meeting were read and approved and this meeting

opened with the recommendation from the stock purchasing committee that the following persons' preferred stock be bought by the company: Mrs. Martha Garber, $233; Mr. Ralph Condon, $300; Mr. Guy Markley, $32; and that Mr. Joe Watson be paid $61 for preferred stock of that value. After a very brief discussion it was decided to accept the committee's recommendation.

A request made by Mrs. Rose Cameron for an indefinite leave of absence without pay and that the company buy from her all the preferred stock she held, was acceeded to by a unanimous vote. The report from the committee appointed to investigate the circumstances and conditions surrounding the resignation of Albert Armstrong as foreman of the kitchen was the next order of business. This committee urged Council to reject Albert's resignation and stated in its report that the difficulties which seemed to separate the two Alberts were very deep seated and seemed much more nearly associated with social outlook and the direction in which an industrial democratic experiment should go than the matter of the technical production and making of soups. Mr. Hapgood recommended in view of this situation that Jack Evans be transferred to the kitchen and that he should endeavor to act as a medium between the two men in question whilst at the same time learning all he possibly can of production processes with a view to equipping himself more competently for work of an executive character in future. This course was adopted. The recommendation that Hugh Bogardus' name be put forward as a glaring discrepancy in the matter of salary based upon Mr. Hapgood's opinion of his efficiency as a salesman was next placed before the meeting. This matter revealed that there existed some measure of rather unintelligent hostility to Bogardus, and because of that fact it was decided that the question of his salary be withdrawn from consideration until some further date.

Meeting adjourned.

Minutes of Special Council Meeting Held On October 24, 1928

Minutes of the last meeting read and approved.

The first order of business was a request by Mrs. Lewellyn for an indefinite leave of absence without pay. It was apparent that her health was still in a very bad condition and that she felt that she could accept no more assistance from the company than she had already received, and therefore she chose to absent herself from work and to forego her right to salary for that period. Following upon this the stock purchasing committee recommended to Council that the company buy back Mrs. Lewellyn's preferred stock to the value of $100. This was accepted unanimously.

It was explained that on account of Mrs. Lewellyn's withdrawal, her husband, Elmer Lewellyn, would become entitled to the marriage differential.

The next order of business was a report from Leo Tearney concerning the sales outlook for the next six months. He expressed his own belief and that of his fellow salesmen as being quite confident that an increase in business amounting to between 30 and 50 per cent could be reasonably expected during the next six months. After accepting Mr. Tearney's report Council's attention was directed by Mr. Hapgood to some very important aspects of the Columbia plan of self-government in industry. The president of the company explained that it was his belief when the present plan was first put into effect that it would affect those people who were brought into the new relationship of freedom in several ways that would be beneficial to them and to the group as a whole. He pointed out that it had been his hope that when individuals who had served within an autocratically governed industry were brought into one where self-government was the main objective that their attitude toward industrial and social problems would be materially changed.

It now became more and more evident to Mr. Hapgood that such had not been the case.

In the course of his talk he stated that industry has two goals. The first is one concerned with the production of things. This is the prevailing system in industry known everywhere as the capitalistic system. The other goal is the one sought by those individuals who believe that industry is made for all the people in the world and not just a few who happen to stand in a privileged position. He stated that he had labored for a long time to get individuals to believe that to seek the second goal, the goal of democratized industry is better and nobler than the first, the one concerned with things, but, he now feared he had not been very successful in his efforts. After over ten years of experimentation it was quite apparent that there were many within the group who, in spite of a long, continuous association with himself and others like himself were in disagreement with the social program thus far worked

out. From the point of view of the management of the business and the production of soups the Columbia group is a single whole. The main reason for the unity which exists within the group is the fact that any business, to be successful, must develop a fairly high degree of co-operation among its members. However, when once the field of production was swept aside and the social side of industry came up for discussion then very great differences became apparent at once, and he believed the time had now come when these differences should be spoken of and discussed and examined very closely. The question had to be met of, "How can one part of the group go in one direction, the direction which the stockholders have always had in mind, and the other group go in the opposite direction?" Another question arose, "How can we harmonize these radical differences in outlook which one sees on all hands?" The idea had come to Mr. Hapgood that it might be well to experiment with the creation of two Councils, one to deal purely with business matters in the same sense as any body of executives within any industry would function, and the other, the Social Council, to be charged with proposing, discussing, and deciding upon problems of a social character. The group should decide for itself, each person going to the Council the platform of which appeals to him, and membership of both Councils to be confined to those who subscribe to the program of the one or the other. Mr. Hapgood stated that he believed each individual member of the group would have to select one Council or the other for it would be unfair and dishonest of anyone to "sit on the fence" in matters so important as the one under discussion.

After some consideration was given the proposal it was finally decided to ask Jack Evans to draw up the platforms of the two Councils, and present them to a later Council meeting for consideration. Opportunity should be given to each member of the group to make suggestions and changes in the platforms and after these had been embodied in the final platforms they should be read to the entire body at a factory meeting.

Meeting adjourned.

The childhood shows the man,
As morning shows the day.—Milton.

"To know the real luxury of pleasure one must have labored."

DO YOU WISH IT?

William James, the philosopher, wrote: "In almost any subject your passion for the subject will save you. If you only care enough for the result, you will almost certainly attain it. If you wish to be rich, you will be rich, if you wish to be good, you will be good. Only you must, then, really wish those things, and wish them with exclusiveness, and not wish at the same time a hundred other incompatible things just as strongly."

That is a fair and honest statement of what can be accomplished if the desire is strong and directly focused on one object.

Most of us have many mild desires, but no strong desires.

We wish to be rich, but we also wish to live like rich men while we are in the process of accumulating our wealth. Consequently, one desire is neutralized by the other. We find ourselves barely able to live within our income, large though it may be.

Others wish to become leaders in their industry or profession. But they also like to take life easily. If busniess interferes with golf they pass up the business. So they lead a happy life, without much distinction. They get what they really want, which is freedom from too much trouble and restriction.

Almost every man of ability gets what he wants. He is often dissatisfied, but that's human nature.

The curiosity of the passenger was excited by the fact that his seatmate had his right arm in a sling, and the following dialogue occurred:

"You broke your arm, didn't you?"

"Well, yes, I did."

"Had an accident, I suppose?"

"Not exactly. I did it in trying to pat myself on the back."

"My land! On the back! Now, whatever did you want to pat yourself on the back for?"

"Just for minding my own business."

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The COLUMBIA CAULDRON

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O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
—Shakespeare—

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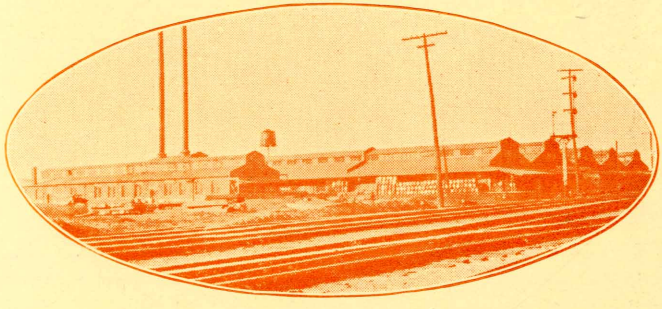
Christmas Edition



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NATURE!

Noble indeed is he
Who dares to lift his mortal eyes and gaze
Full at our common fate,
And with unfettered tongue
Concealing naught of truth,
Admits the evil given as our lot,
Our low and frail estate;
Who ever proves himself,
In suffering, great and strong,
Nor sets on man the blame for human grief,
Adding thereby to all our weight of woe
A burden heavier still: hatred and wrath
Of those that should be brothers—
But gives the blame to her
Whose is the guilt—to her whom mortals call
Their "mother" nature, though she is indeed
Step-mother in her malice.

Leopardi.

THE COLUMBIA CAULDRON

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GEORGE BERNARD SHAW ON CAPITALISM

(From "Through the Meshes")

George Bernard Shaw called his last book "The Intelligent Woman's Guide to Socialism and Capitalism," hoping thereby that men might be induced to read it. Including the index, the book contains 495 pages. But it is entertaining, and most of it is easy going.

Shaw says he has known all degrees of poverty except actual hunger and homelessness. Until he was thirty-eight he had never made over $40 a week. Now he is over seventy and is a wealthy man, earning a large income from the royalties of his plays and books. But his prosperity has not caused him to forsake his early passion to remake the world. He desires equalization of income, which he says is the essence of socialism.

Capitalism has never been attacked by a more brilliant and able writer of English. Shaw scores some excellent hits, but it is doubtful if one thinking American out of a hundred will be influenced by his arguments.

The trouble is that the arguments are out of date in this country, just as Marx's famous "Capitalism" is out of date in Europe. The most prosperous nations in the world are those in which capitalism is most intrenched. England leads the Old World, and the United States leads the New World. Fifty years ago when Marx was indicting capitalism and dreaming of a paradise on earth he was unable to visualize a state of universal well-being which equals what is now being enjoyed in this country. And most of us confidently expect that the next fifty years will lift us to a higher level.

Since Shaw holds the floor throughout the 495 pages of his book, it is inevitable that he must occasionally say a good word for capitalism. On page 300 appears this paragraph:

"When Faust asked Mephistopheles what he was, Mephistopheles answered that he was part of a power that was always willing evil and always doing good; and though our landlords and capitalists are certainly not always willing evil or doing good, yet capitalism justifies itself and was adopted as an economic principle on the express ground that it provides selfish motives for doing good, and that human beings will do nothing except for selfish motives. . . . It is very true that if you want to get a philanthropic measure enacted by a public body, parliamentary or municipal, you may find it shorter to give the rogues an axe to grind than to stir up the philanthropists to do anything except preach at the rogues. Rogues, by which perhaps rather invidious name I designate persons who will do nothing unless they get something out of it for themselves, are often highly effective persons of action, whilst idealist talkers only sow the wind, leaving the next generation to reap the whirlwind."

Probably no exponent of capitalism ever wrote so ironic a sentence.

The best thing that can be said for capitalism is that it works. With almost no exceptions, Americans have the satisfaction of giving their children a better start than they had themselves, and as long as that rule holds, most of us will be inclined to be patient while the weaknesses of the present system are being removed.

A word of explanation should be added for nervous capitalists. Shaw is bitterly opposed to confiscation of property without compensation. Anybody who owns a going business, or stocks or bonds in one, will be paid off in full before the government takes hold. That goes even for distilleries, he says. Further, he suggests that the complete change from private to communal ownership may take a hundred years.

EDITORIAL

We are again experimenting. We have created a new body, the Human Relations Council, popularly known as the H. R. C.

Readers will learn of the reasons which gave birth to this new council from the minutes of its meetings to be found in other pages of this issue.

The H. R. C. is another sincere attempt to govern our organization happily and sanely. We cannot prophesy as to the outcome of this innovation. What we do know is that we shall not spare ourselves in an effort to make it work and if it does not, in learning why, and then try something else—some other way of running the complicated business which constitutes the activities of the Columbia Conserve Company.

We often suffer withering defeat in many of the things we seek to do; we often feel discouraged—but, we never lose hope.

Defeat and failure lead us on to newer experiments and to new learning. We begin with the knowledge that we have a big job on our hands and we always go to it with confidence and hope. May we continue to do so. The problem of human relations is a difficult one anywhere; it is a tremendous one in modern industry.

No one with a spark of intelligence or an iota of adventure in his blood could fail to be attracted, nay, to be fascinated by it. It is certainly a full sized man's job.

Introduction to the Human Relations Council, the Columbia Conserve Company

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Meeting H. R. C., November 14

The latter part of last week and yesterday of this week saw the formation within the group of a new body, first known as the Social Council, and later christened, "The Human Relations Council."

It might help us to understand what has happened if I recount here what steps led to the creation of this new Council.

Because of great and important differences of opinion within the group a general feeling of discomfort and suspicion existed which seriously interfered with the smooth and harmonious functioning of the organization.

These differences, it will be noted, were never, or almost never, ones concerning matters of a business character; they were ones arising directly or indirectly from problems or matters of a human or social nature. Seldom have disagreements concerning the making of soups, the routing of merchandise or the buying of materials caused much uneasiness of mind to any one of us.

But, immediately a business matter involved consideration of a human or social character, whether it be the sending of this or that salesman to California, the employment of a Pennsylvania miner by us, or the discussion with a view to adjustment, of any employee's salary then, hard things were said and meant and feeling were genuinely hurt.

Knowledge of this situation made it inevitable that we should ask such questions as: What is wrong with us? Why this friction concerning things human and social? What is it we want? Where do we desire to go? Where are we going? And many others of like nature. Thereupon some one suggested that we divide into two groups—one being a business group whose members, because of training and inclination, were primarily concerned with business matters and whose capacities were such as to fit them to handle business problems. The other group, to be known as the Social Council, would be a separate body whose members would again, because of training and inclination, be primarily concerned with social and human matters and whose skill and knowledge entitled them to consideration of such problems as arise in that field.

To facilitate the making of this division and to give each group a focal point at which to meet, and from which to depart, two programs were drawn up and circulated to each member of the larger group. These programs were very different in spirit and character from each other, although there seemed to be several points in which they overlapped.

The business program was framed in such a way as to present as completely as possible the kind of policy pursued by an average business organization, and one neither too reactionary nor too enlightened or progressive for any body of people whose main concern is that of making money.

The Social Program, containing more planks than its rival, was conceived largely upon the basis of what we have accomplished thus far by way of social legislation and enlightened human practice, with some little foreshadowing of what might be done in the future. Generally speaking, the two programs stood fairly and squarely opposed to each other, and while many of us were prepared to accept the Social Program in its entirety, there were none who would do likewise with the business program.

The programs did not facilitate making the division we had thought it would, for those of us who have withheld approval of social legislation of one kind or another were loathe to accept all that the business program stood for and equally reluctant to endorse all within the other program.

The truth seems to be that a great majority of us are in accord with most practices now followed here, however much emphasis we place upon the making of money because, as yet, almost all our social measures redound directly to the benefit of each individual here.

Such is the case with:

Regularity of work and income.
Vacations with pay.
Medical service.
Minimum wage and salary.
Maximum salary.
Pensions, etc.

No one seems anxious to forego any or all the above measures and accepting the Business Program would involve doing so in varying degrees to this or that individual.

The program served admirably to show us what was (and generally is outside of the Columbia Conserve Co.) the case under capitalist control, and what is and may be possible under workers' control. In that they did a real service.

Now, having gone so far something ought, and had, to be done. There followed a meeting of the Executive Committee at which the whole matter was discussed and then this body called in the Board of Directors plus three members of the general group—Kenneth Lucas, D. Nord-Holt and Chairman of Council, making a composite committee of ten members made up as follows:

Wm. P. Hapgood A. Hines H. E. Herner Jack Evans	Executive Committee
C. E. Franz W. H. Hines Walter Mullen	Board of Directors
D. Nord-Holt K. W. Lucas	General Group Representatives.

A. D. Myers, Chairman of Council.

This committee went over the whole situation and there was evident at the meeting a genuine desire to get at the truth in every direction.

Our chief source of trouble was diagnosed by this committee as being lack of candor, truthfulness and sincerity due to several causes.

These causes were named as follows:

(1) Fear of speaking the truth because of a belief on the part of many that doing so when it involves disagreement with "higher ups" will result in losing one's job or being penalized in one way or another.

(2) The desire on the part of many to be on the side of the "higher ups" and thus carry favor with them.

(3) The desire on the part of many to appear in line with the more intelligent members of the group and thus appear to themselves and others as intelligent people.

(4) A fear on the part of many people to appear "dumb" or ignorant and consequently a continuous effort on the part of such people to appeard as if "they know," when in fact they *do not know.*

Thus, this committee concluded that our first task was to get truthfulness and sincerity.

How could this be done? Obviously, something would have to be done to remove all fear, whether it be concerning security of tenure when in open disagreement with "higher-ups" or concerning the "wrath" which might be poured upon a dissenting member or members of the group when in opposition to any one else.

The committee felt that providing each member accepted as a condition of membership in it the undertaking to tell the truth concerning anything relating to the business then, it might appoint itself as the new *Human Relations Council* and that it further act as a supervising body, making a close scrutiny of all applications for membership. Only one condition has to be fulfilled by any member of the general group to obtain full membership of this new Council at this time. It is that he undertakes to tell what he believes sincerely to be the truth about anything and everything relating to the Columbia Conserve Company.

This means a great deal for it involves answering frankly and sincerely all questions put to an applicant even when doing so means making accurate statements concerning his income and the way in which it is used by him.

Kenneth Lucas is chairman of the new Council and applications to membership must be made to him. D. Nord-Holt is Secretary of the Council. It should be added that each member of the present Human Relations Council has undertaken to be perfectly frank in answering questions put to him by any and every member of that body.

The new Council's next meeting is to be held on Thursday, November 15th.

Special Meeting H. R. C., November 15

A summary of the reasons for the formation of this new Council, the manner of gathering together the ten members who constitute the present nucleus, and the work accomplished to date by this body had been written by Jack Evans and was reviewed. It was decided to use this as an introduction to the further minutes of H. R. C. activities.

The first order of business was the consideration of the application for membership of Homer Shelley. The Chairman explained that Homer had asked for information regarding the proposed work of this Council and the membership admission requirements which had been given him. After careful consideration he then applied for admission. Each Council member was asked to express his opinion and each agreed that Homer's past record with the group showed him to be qualified both in honesty and frankness. Since there was unanimous approval, it was taken as the sense of the meeting that he be accepted as a member.

It was the opinion of some members that quite a few people in the group at large had not received a very clear picture of the manner of organization of the H. R. C. in spite of the explanations already made. In view of this it was decided to offer further explanation at the next meeting of the Business Council in the hope of clearing up any possible misunderstandings which may exist as to the formation of the present group and the conditions of entry required of new members.

The next order of business was a discussion of future steps in the work of the new Council. While there is not likely to be a lack of things needing immediate attention in the field of Human Relations at the Columbia for some time to come, it was pointed out that whenever our agenda does happen to be cleared we have plenty of work ahead in the study of our Social Beliefs. This type of work would include a closer scrutiny of the planks in the two platforms recently drawn up to point out differences in practice between orthodox business and our own kind of social experiment. It was suggested that we make a study of the progress of the Columbia experiment in social matters, step by step since its inception in 1917. Considering the number, and difficulty, of problems of every day occurrence which face the H. R. C. for solution, together with the more general educational matters outlined, we have a very full program to work on.

In a discussion on the duties and powers of the H. R. C. it was the sense of the meeting that all matters pertaining to Human Relations, or welfare, should be handled by this Council. This included all personnel problems, salaries, health measures, pensions, selection of new salaried employees, etc. Judgment, or decision, regarding such matters would be final with this Council but ample opportunity would be given the Business Council for discussion and quizzing regarding all decisions.

Time of meetings was next to be decided upon. After some discussion of several proposed plans it was finally decided to try the following plan to see how it would work out:

That a regular Council meeting be held each Friday night. The first part of the evening from 6:45 to 9:00 P. M. be devoted to the Business Council. Following a short recess the H. R. C. would follow. In event of the Business Council finishing its agenda before 9:00 o'clock its chairman will declare the meeting adjourned and the H. R. C. will go into session immediately. Some of the reasons for having both Councils in one evening were (a) that it might encourage members of the Business Council to stay and listen to the discussions of the H. R. C. and to participate in said discussions if they so desired. (b) That the entirely different kinds of subjects handled by the two Councils would tend to act as a mental stimulant to persons who are members of both groups and would be preferable to one longer session of each kind every other week. (c) That a shorter period of Business Council work each week might increase the attendance in that body over the former arrangement for longer meetings bimonthly. (d) That having both meetings on the same night would tend to minimize any feeling of segregation, or isolation, on the part of the H. R. C. and help maintain a more friendly spirit between the two groups. (e) That the

regular use of each Friday night establish the habit of attendance more firmly with less chance for forgetting the dates of meetings and possible confliction with engagements elsewhere which is sometimes pleaded now as a reason for absence.

If this method of procedure is approved by the Business Council it will be followed until further notice. Special meetings of the H. R. C. will be arranged subject to call.

It was further decided that for the time being, in so far as it was possible, the meetings would be kept informal. After general discussion on subjects before the meeting, during which the chairman would attempt to get the views of each member, the sense of the meeting would be deduced by him. Unanimity of or agreement with, opinions thus reached would be striven for. Formal motions would be eliminated wherever possible. Planning agendas in advance for meetings would not be our practice at present, leaving our program extremely flexible and taking up whatever issues seem of paramount importance at the moment unless some member requests the discussion of a particular subject at a special time.

Having arranged the general plan for the working procedure of this body the meeting was adjourned at 5:00 P. M.

Attendance: K. Lucas, Wm. P. Hapgood, C. E. Franz, H. E. Herner, W. H. Hines, J. L. Evans, W. Mullen, A. D. Myers, H. D. Nord-Holt.

Regular Meeting H. R. C., November 15

The Business Council meeting, which preceded this meeting of the H. R. C., approved the plan submitted as to time of meetings and, having finished its agenda for the evening, was declared adjourned by Chairman Myers at 7:20 P. M. After a brief recess the H. R. C. was called to order by the Chairman.

Minutes of a special meeting held during the afternoon were not read, but a brief summary of the business transacted was given by the Chairman.

Mr. Hapgood made a statement summing up his view regarding the personnel of the new H. R. C. and the manner of its selection.

The original ten members were chosen on account of the positions they held in the plant or within the group. Mr. Hapgood emphasized that original membership of the H. R. C. did not mean that he accepted uncritically the qualifications of any one of the members. He stated that he had to make a start somewhere and he chose the Executive Committee and Board of Directors. Arlie Myers was called in as Chairman of the Business Council and Jack Evans was responsible for the selection of D. Nord-Holt and K. Lucas. The right of any one of these men or women to sit in the H. R. C. may be challenged at any time by any member—old or new.

After these preliminary explanations had been made the first order of business was presented for consideration. This was the case of a former employee, Ralph Condon, who wished to be reinstated in the group.

The Chairman explained that Ralph had made application for employment with us again and had been to the plant several times recently looking for a job. Jack Evans was asked to give Council what information he had concerning this case since he had interviewed Ralph and had also talked to some members in the plant about this matter.

It seemed that Ralph had not fared very well in getting work elsewhere after refusing the chance of reinstatement offered him by Council after his recent suspension because of insubordination in the Label Dept. Although he had work of a temporary nature it was only part-time employment and he expected to lose even that very shortly. He has a family dependent upon him for support and he realized the necessity for securing steady employment again if he could. Then, too, after more serious consideration of his own actions, and those of the Columbia in his recent difficulties here he apparently had learned a lesson and wanted another chance to prove he was worthy of a job with us.

There were several members of the group who had expressed a desire to have Ralph back on the Labeling Machine — particularly George Gregory. Their reasons were (a) that Ralph needed employment rather badly; (b) that his health and general outlook upon things had improved materially during his absence from our employ and that this supposed change of attitude would warrant our giving him another chance.

There followed a very thorough discussion of the case which divided itself quite naturally into three parts: (a) Should we take Ralph back? (b) If so, should it be on wages or salary? (c) What wage or salary?

In regard to the first case there was difference of opinion as to the advisability of reinstating him. It was the gen-

eral opinion of Council that Ralph should be regarded as a pathological problem whose mind seems unstable and whose only possible value to us would come from his skill as a machine operator. From the point of view of higher values, both in the managerial field and in the sphere of social guidance, he probably would never count for much, and judging from our past experience, he might well become a serious liability. It was finally agreed to reinstate him, the major reasons for this being our readiness to experiment with a difficult person and the fact that he stands greatly in need of work. It was felt by several members of the Council that it should be made plain that we were not taking him back because we stood in any special need of his services as a machine operator. An effort was made not to allow our generosity and human sympathy to guide us completely in handling this problem but, as far as the members of the H. R. C. were concerned, they concluded it would be safe to give Ralph another trial.

Opinion differed again as to whether he should be reinstated on wages or salary. Those who thought it better to place Ralph on wages offered the following reasons:

(1) It would tend to keep Ralph from getting a "Swelled Head" by making him realize we were not rushing to him with special offers in our anxiety to get him back.

(2) It would tend to prevent any possible ill-will being shown towards him arising from alleged preferential treatment.

(3) It would help him realize (and others, too) that working on wages at the Columbia is better than no work at all, or working in an outside plant with all the latter's insecurity.

Those who argued for a salary were of the opinion that:

(1) We had no need to place Ralph on probation—as we do complete strangers—for we know all we need to know about him already.

(2) Giving him a salaried position would help him regain his poise and retain it.

(3) Placing him on wages suggested a desire to punish Ralph for misdemeanor and was calculated to injure rather than help him.

Several non-members present were asked to express their opinions on this matter by the Chair. The majority who spoke expressed themselves as in favor of taking him back on wages and it was felt that these persons were in a better position to predict the reaction of the rank and file members of the organization which might result from such action. Mainly on the strength of that, those members of the H. R. C. who had stood for the salary agreed to the wage payment. It was then taken as the sense of the meeting that we reinstate Ralph in the Label Dept. at 40c per hour beginning Monday, Nov. 19th.

During the general discussion of this case it was suggested that Harry Schrougham, now a Label Machine operator in the Label Dept., might be transferred to the Receiving Dept., where he had worked at one time until Personnel Relations in that Dept. made his transfer advisable. Some of the reasons for the suggested transfer were:

(a) That the fact of family relationship between Harry and Ralph might make it hard for them to work together closely without friction—having in mind the recent disturbances created by them on the label machine.

(b) That Harry showed certain characteristics of a too exalted opinion of himself and his importance and it might be good discipline for him to be transferred.

(c) He had failed to make a very good impression as a teacher of anyone else on the machine. It was decided to let the matter of placing Harry wherever it seemed most advisable to the judgment of Albert Hines. Production Supt.. and Dorothea Nord-Holt, head of the Label Dept., their decision to be referred back to the H. R. C. for ratification.

The meeting was declared adjourned at 9:30 P. M.

Attendance: Lucas, Myers, A. Hines. Hapgood, Mullen, Evans, Franz, H. Shelley, Herner and Nord-Holt.

Regular Meeting H. R. C., November 23

After a brief recess, which followed the Business Council Meeting, the H. R. C. was called to order by the Chairman.

A summary of the minutes of the last regular meeting, and of a special meeting held last Friday morning, was given by the secretary and accepted tentatively.

It is noted here that the decision reached by Albert Hines and Dorothea Nord-Holt to transfer Harry Schrougham to the Receiving Dept. from the Label Dept. was accepted informally by the H. R. C. outside of regular session and said transfer was effected on Tuesday, November 20th.

The first order of business was the consideration of applications for membership in the H. R. C. presented by the Chairman for Chloe MeHarry, Mary Lipferd, Geo. Gregory and Lafe Gardner. In the discussion of the qualifications of these applicants, three were accepted unanimously — MeHarry, Lipferd and Gregory. In the case of Gardner, there was some hesitation and disagreement, and he was challenged as being somewhat doubtful in his capacity to carry his share of the work of the Council as a member.

After some discussion it was decided that it would be unfair to judge Lafe on any except the original requirements of honesty and frankness, since he had applied when those were the sole grounds for acceptance, or rejection, as a member. On that basis for decision he was accepted unanimously.

An attempt was then made to get a clearer notion of the function of the H. R. C., part of which was summarized as "responsibility for the use and distribution of the income of the Company." It was evident that very soon we shall have to add more planks to our platform of admission requirements in order to insure the needed qualifications for effective work from members. It is the aim of the H. R. C. that members shall be working members of the crew and not mere passengers to be carried as so much dead weight.

It was the sense of the meeting that the following plank be added to the admission requirements, "an apparent understanding of the problems of Human Relationships with which we will have to deal."

Closing time for regular meetings was next discussed. It was taken by consent that regular meetings should close by 10:30 P. M. unless some matter of special importance was being discussed and it seemed advisable to carry on beyond that time.

Upon suggestion by Mr. Hapgood it was taken by consent that Jack Evans be considered an ex-officio member of committees appointed on Personnel problems.

Since it became the responsibility of the H. R. C. to place Dorothy Steele Herzog in some definite job following the termination of her six months' transfer to the Statistical Dept., it was suggested that Miss Franz and D. Nord-Holt be given the responsibility of placing her for the H. R. C. This was taken by consent.

At its session earlier in the evening, the Business Council voted to increase the salaried force by the addition of nine men and nine women. The work of selecting these new salaried recruits is a responsibility of the H. R. C. and the discussion of some plan of procedure to be used in the selection of these people was the next order of business.

The first question to be asked in regard to this was, "What is the attitude of the group toward the addition of relatives on salary?" There followed a lengthy discussion of this during which points in favor of and against the practice were made. The chief point in favor of adding relatives, when such were qualified under the general standard of "salaried material," was that we might tend toward the exclusion of some worthwhile and valuable persons merely because of a relationship bar.

Some of the points raised in objection to adding relatives were (a) there was a danger of preferential treatment being given to relatives—or, if not actually given, said relatives were suspected of being so treated anyway and this worked a hardship both ways—in the first place against the group; in the second against the suspected relatives. (b) That the segregation of the benefits of employment at the Columbia might be a means of restricting the spread of both the material advantages and the social doctrine of the Company if allowed to center in the hands of too many members within the same households or families.

It was finally agreed upon and taken as the sense of the meeting that there were stronger reasons opposed to the addition of relatives than in favor of same and our policy should be to avoid adding relatives unless there were some very outstanding qualifications in isolated cases which would make them valuable additions to the group.

It was decided to direct the Chairman to appoint a committee of two men and two women (with Jack Evans as ex-officio member) from the H. R. C., which would be charged with the responsibility of canvassing the present force of wage workers with the view toward recommendations for salaried positions. This committee could call before it anyone it desired in order to get information regarding individuals but it was thought advisable to keep the membership of the committee within the ranks of the H. R. C.

In view of the fact that no meeting would be held on Friday, Nov. 30th, on account of the Holiday vacation shutdown, it was decided to hold a Special Meeting of the H. R. C. on Monday night, Dec. 3rd. At this meeting an important discussion of attitudes concerning the payment of the marriage differential and children's allowances will be part of the agenda.

Meeting was declared adjourned at 10:50 P. M.

Attendance: Lucas, Myers, Herner, W. H. Hines, Hapgood, Evans, Franz, W. Mullen, A. Hines, H. Shelly, McHarry, Lipferd, G. Gregory, Nord-Holt.

L. C. WOODS

Mr. Woods is the oldest veteran now in the employ of the Columbia Conserve Company. There are others who have

MR. L. C. WOODS

served the company for a longer period of time, but few if any have served it more faithfully. "Dad" Woods, as he is popularly known to all of us, has worked with us for ten years and although he is now in his seventy-fourth year he seems good for several years to come.

No stranger would detect that "Dad" was a day older than fifty, and if asked about his age he would reply with all the seriousness in the world, "Forty-four last March!" Sometimes he gets by with that even, but "Dad" has to stop talking then—in case he might say something of his apprenticeship days or of those days long ago when he was a mere boy.

"Dad" is one of the few surviving members of the time-honored craft of coopers; he is a good craftsman, a genial fellow and a sharp-witted and kindly natured member of the Columbia group.

There is only one insult that any of us can hurl at "Dad" Woods, that is to call him "the old man."

He simply refuses to respond to that title and most of us who have been tempted to use it from time to time have quit doing so.

He often says, "A man is as old as he feels—and I'm just seventeen!"

Each one of us hopes that at seventy-four we shall look and feel as well as L. C. Woods of Indianapolis.

THE BRYN MAWR SUMMER SCHOOL

As a result of the interest and enthusiasm of a small group of women who were "sold" on the idea that women workers in industry deserved, and ought to have, a better chance at a fuller life through increased educational advantages, the first resident summer school for such workers in the United States came into being at Bryn Mawr College in June, 1921.

Miss M. Carey Thomas, then President of the College, was the proposer of the plan. Three of the reasons underlying the suggestion were: (a) The use of the school buildings and equipment which were idle during summer vacation periods; (b) to capitalize the time of industrial workers during what are usually the slackest months of the business year; and (c) to use the services of professors and staff, working normally employed in winter colleges, in the cause of adult workers' education during part of their vacation time.

This whole project called for very much hard work which included (1) the creation of committees of women in various cities whose function it was to raise necessary funds for scholarships and to help select candidates for the scholarships; (2) the selection of teachers and staff workers; (3) the building of a tentative program; and all the attendant difficulties of launching a pioneer experiment in this comparatively new field. The courage and faith of those interested proved equal to the task and the first session of the school became a reality during the eight weeks from the middle of June to the middle of August, 1921.

It is a matter of historical record that the first year proved to be a decidedly stormy one, with many hectic discussions

between conservative and radical elements in the student body. Clashes of opinion and consequent disharmony made it hard for the entire group to carry on as effectively as might otherwise have been the case.

The after-the-war hysteria which swept the country at that time, plus the fact that the whole business was in a trial and error stage of experimentation with few guiding posts from experience, was responsible for the state of affairs existent on the campus.

During the intervening seven years a good deal of experience has been gained and the results obtained have made it possible to build higher on the foundation laid. This year it has been my good fortune to be a student at the summer school and I shall attempt a partial description of the place as it seemed to me.

First impressions remain rather vivid after six months, and it seems but a few days since I completed a long, hot, twenty-hour journey and finally reached the little village station of Bryn Mawr, Pa. About a dozen New York girls got off the same train I did and were chattering away excitedly, while a couple of girls, who seemed to be a sort of welcoming committee, were busy gathering all luggage on the platform and depositing it in waiting automobiles. We were told to follow one of them and walk to the college grounds which proved to be a distance of about four blocks away. Arrived at last!

There followed the usual procedure of being registered in, given room assignments and printed instructions of rules and regulations of various sorts, then being shown to our rooms in another building. Just time to wash face and hands before supper.

A huge dining room nearly filled with girls of all descriptions from almost every place greeted the eye; and no way of knowing who was faculty and who student, or staff, for all were mixed together indiscriminately.

It was just my luck to find myself pretty completely surrounded by faculty members and staff people at that first meal—and among them were two members of the English Department, two Economists and the Librarian. I managed to incur the displeasure of one teacher when she said she taught English by remarking, "For heaven's sake, haven't they got anything but English teachers around this place? You're the fourth person I've met and you're all English teachers! I'll have a bad time of it around here watching out for split infinitives and other grammatical errors."

During the next several days there followed a number of events incident to getting settled and ready for the work of actual study; medical examinations, psychological tests to facilitate the grouping of students in study units—a get acquainted party in the gym, an inspirational meeting of the school for the purpose of outlining the history of the summer school and its plans, a hike over the countryside in the vicinity of the school on Sunday A. M., etc.

By Monday the psychological tests had been graded and students were interviewed individually by the director and the executive secretary of the school and assigned to study units. Next in turn personal interviews with the teachers in charge of one's unit were given. The stage then was set for the beginning of actual classroom work on Tuesday.

These preliminaries were quite necessary and had been accomplished in good order but were, nevertheless, a trifle wearing on the patience of almost everyone. In the interval we were becoming acquainted with the surrounding territory and with fellow students and staff and faculty, and our only impatience was due largely to our eagerness to begin class work. (Everyone was supposed to be tagged for purposes of identification that first week.)

Since its inception the summer school has had a democratic form of government, so on Wednesday night the first school meeting was held to decide what kind of organization the school body wanted for 1928. The decision was that the following officers be elected by the student body for a trial period of two weeks—a class president, secretary and five council members; a like number of representatives to be elected by the faculty and staff; with the director of the school acting as chairman of the joint council thus formed. The joint body was to be responsible for building up and carrying out the school program. The two groups could act independently of each other on matters pertaining to one or the other group alone, but matters of general concern were left for decision to the joint council which was to meet once a week. School meetings could be held on any matter which required the attention of the entire group for decision, and class meetings were likewise to be called when the student body alone was affected. Of course, the faculty and staff had their own meetings to iron out their own particular problems, too.

After the two weeks' trial period the class officers were retained and the faculty council members were unchanged, but the student councelors were changed to allow representation to be by study units, or classes, instead of at random. There were six study units so the class secretary was given responsibility for representing her unit while the president was considered ex-officio for all units, thus keeping the total number of councilors the same.

The Monday morning assembly period was turned over to unit meetings at which time all grievances, suggestions, criticisms, etc., were aired. Then these were taken by the representative councilor to the council meeting on Thursday for discussion and action. A lot of work was delegated to committees and all decisions carried back, with explanations, to the units. (To us at the Columbia this method of procedure through council action will seem quite familiar.) The machinery for self-government created in this manner worked very well and served as a means of accomplishing things in a democratic way without the holding of endless and numberless school and class meetings which otherwise might have proved necessary.

Another part of the school plan which ought to be of interest to us Columbiaites was the "Cooperative Store" which was maintained on the campus by the students. This, too, is an annual feature and is at once an education and a service. A business manager is appointed by the school directors. Shares at $2.00 each are sold to anyone in the school who wishes to become a member. All students are urged to become "cooperators" and everyone is asked to patronize the "coop store." Almost any article which might be needed and would otherwise be procured in the village could be had by ordering same from the manager. School supplies (including cakes, candies, tea, sugar, cocoa and other vitally necessary things) were available, as well as a film developing service. Five directors were elected from among the student members whose duties included serving one afternoon a week each as clerks (also on special occasions) and managing the business in the interest of the shareholders.

The profits made were divided as the shareholders saw fit. Shares were redeemed at par at the close of the school year. This year the profits amounted to around $150.00. This was voted to be used in the purchase of a typewriter for the summer school staff, and the balance was turned over to the Vineyard Shore School Fund.

Now, as to class room programs for the units, or study groups. These differed according to the experiences and past training of the members of each group. Grouping was done with the help of a series of mental tests plus information available from application blanks, etc. Units were known simply by alphabetical names A, B, C, D, E and F and the letters were not indicative of any special standing. Size of units varied from 14 to 21 members and subjects studied varied in content and presentation, but not in kind, to any degree. One unit was given History and Economics. The other five were given either Economics, English and Psychology or Economics, English and Science.

In each case the subject matter was correlated so that one whole pattern was maintained as nearly as possible.

In my own unit, which was called E, we studied History and Economics. Our English was supposed to be given us in oral discussion (presentation of subjects a la public speaking), in theme writing and in drawing up outlines. We got plenty of all those things, and the discussion group method was used almost entirely. Many were the arguments we got into before the summer was over but we always came out smiling and remained friends in spite of differences of opinion. Perhaps a summary of these courses would be of interest. In my History class, taught by Miss Mary R. Griffiths of New York City, we attempted to trace man's activities through various stages of growth from the "collective," or most primitive, to the "metropolitan," or most highly developed, stage. We tried to get an idea of the reasons, especially the economic ones, underlying each change in the mode of living. In my Economics class, taught by Dr. Colston E. Warne, of the University of Pittsburgh, we tried to get a picture of the world as it surrounds us today. Then we studied the various "isms" which are offered as panaceas for all the ills that beset us, communism, socialism, liberalism, capitalism, the cooperatives, etc., with a view to finding a way out to better things for society.

That is, we tried to see how we happened to "get this way" in one class, while in the other we tried to see just what "way" we were in and study proposed roads to greater freedom.

Then, of course, there were lots of special attractions—arranged through the council and carried out by various

committees. Speakers and subjects of special mention included Roger Baldwin, "Civil Liberties and Russia"; Scott Nearing, "China"; Lewis Waldeman, "Injunctions"; Theresa Wolfson, "Women Workers in Industry"; C. E. Warne, "Consumers' Cooperation"; Josephine Colby, "Workers' Education Here and Abroad"; Henry I. Scattergood, "Interallied Debts," and Mrs. Gilbreath, "Scientific Management." Special programs included home talen night, the peace festival, the trade party, an organ recital and lecture and a week-end conference on unemployment insurance.

On three successive Wednesday evenings a group of local players gave theatrical performances for the school. (1) "The Inheritors," by Susan Glaspel; (2) "Arms and the Man," by G. B. Shaw; (3) "Pillars of Society," by Hendrik Ibsen. These plays were given as part of the English Dept. work.

Wednesday afternoons were declared official *half-holidays* and usually were used by groups to go on sight-seeing and industrial trips. Steel mills, a coal mine, a Ford assembly plant, the art galleries and Independence Hall, and the museums in Philadelphia and Valley Forge were on the visiting list. A couple of these afternoons were monopolized in the taking of school pictures and movie scenes, too! (Note.—A hollow laughter over the *holiday* part.)

Health was an important item on the program, and regular gym work was on the required list. Individual corrective gymnastics twice a week, at least. A weekly lecture on hygiene by the school doctor, swimming, tennis, folk dancing, æsthetic dancing, and gym games according to individual preference. A nurse was on duty all the time and health examinations on entering and leaving the school were compulsory. The heavyweights were put on a diet, the underweights fed specially, etc.

Some of these activities were given under the direction of a group of undergraduate students from the winter colleges of Vassar and Bryn Mawr. These five young women were on the job in many capacities—teaching swimming, tennis, and folk dancing, running the post office, assisting the gym teacher, helping the doctor and nurse in the infirmary, doing errands and odd jobs of all sorts. Incidentally they were attending some of our classes on the side and getting new slants on industrial workers and their affairs. They were a mighty fine group and very helpful in many ways to students, faculty and staff. Such is a conglomerate picture of some of the various activities of the school program. It was all arranged in good order in actual performance and worked out quite satisfactory. Class hours were definite —other activities were fitted in to conform to them. Wednesday and Saturday afternoons and evenings, and Sundays, were mostly for other planned programs. Music was often provided on Sunday evenings, poetry and plays were read—inspiration of all sorts was on tap all the time. A director of music was there to provide what ever was needed in that direction—on extremely short notice sometimes. Group singing was much enjoyed and many new songs were learned.

My own days were filled from breakfast time at 7:30 A. M. until 9:00 P. M., when my evening class was dismissed either by classroom work, reading or writing in preparation for same or in some extra activity or other. And then perhaps more reading before getting to sleep!

A pretty strenuous program but so varied and interesting and different that it seemed very easy to take.

These facts concerning the school for 1928 may prove enlightening. The students were nationally recruited and came from all parts of this country. In addition there were five girls who came from Europe, one from Sweden, one from Norway, one from England, and two from Germany. In the group from the United States fifty-six were American born. The balance were foreign born, as follows: Russian, 28; Polish, 5; German, 3; Austrian, 2, and one each of Hungarian, Latvian, Mexican, Syrian, Italian, Irish, Canadian, Lithuanian, English and Roumanian—a total of 15 nationalities.

Some were handicapped slightly by language difficulties, but all were able to make themselves understood. For those who needed extra help outside of classrooms, assistants to the teachers were available and the teachers themselves gave individual attention. The former tutorial system used in the school was abandoned this year in favor of the new unit plan. There were representatives of 28 different trades and 47 of the members were trade union members. There were about ten second year students in the group.

In summary, this is written with the hope that my Columbia fellow workers may be given a little better understanding of the things inherent in this business of summer schools and workers' education. Who wouldn't be given a new and better notion of things as they are, as they have been, and as they might be,

after eight weeks of contact and study with a group of around a hundred such students under the direction of thoroughly competent faculty and staff people?

Who wouldn't be given a new perspective and an added incentive to strive toward better relationships for humanity? And the beauty of the setting for the whole procedure — the college grounds of Bryn Mawr—provides such a restful and delightful atmosphere in which to study and to play, that words of mine could never paint the picture adequately.

These people—the school body—gathered from all corners, many of them undergoing considerable sacrifice in order to attend, were so eager to grasp the opportunities offered them by the school. The idea of workers' education is growing but it still remains a *big* job. Each person who has had the chance to participate in such a program has a responsibility to share with other workers the benefits obtained.

I wish to express my thanks to my friends at the Columbia for their part in the opportunity given me to attend Bryn Mawr last summer. I hope to be able to build further upon whatever I may have received and to translate my good intentions into deeds that will prove mutually beneficial. To me it has been a decidedly interesting and profitable experience and I appreciate the responsibility which is mine as a result of it.

H. Dorothea Nord-Holt.

A CORRECTION

An error crept into our last issue of W. P. Hapgood's article on "Workers' Control of Industry."

At the beginning of the last paragraph, in the first column, the following statement appears:

"It was in the early part of the year 1927 when we made the change from autocracy to democracy in our plant." The date 1927 is wrong. The change was made ten years earlier and the paragraph should read: "It was in the early part of 1917 when we made the change, etc."

Editor.

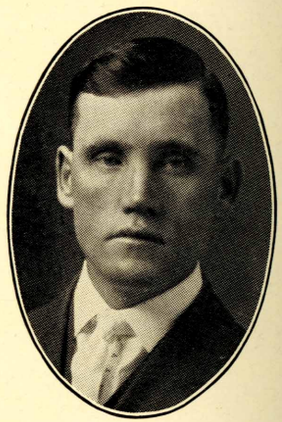
Leave It to Them

"I can't marry him, mother. He's an atheist, and doesn't believe there is a hell."

"Marry him, my dear, and between us we'll convince him that he's wrong."

WALTER MULLEN

Some people never become part of the institutions with which they are associated; they seem to be just floating around them, they seem to belong to them only by accident, and in a superficial sense. Others there are who seem inseparable from their places of business, their churches, their lodges or their clubs, they are distinctly part of the institutions in which they work or live, and it is difficult to imagine them torn away from them.



MR. WALTER MULLEN

Walter Mullen is definitely a part of the Columbia and is accepted by everyone as such.

Walter has been connected with our company for twenty years. He joined it at Lebanon, Indiana, in 1908, and he has served it continuously since 1917.

He has worked in several departments but he gravitated to the Process Room some seven years ago and has been in charge of it during the last five years. Walter Mullen has been a faithful member of Council for several years, and he was elected a member of the Board of Directors at our last annual meeting. One does not associate much noise and hustle with Walter's personality. He is quiet and retiring in disposition but with his quietness he mingles a considerable persistence.

To sit with him on committees is to feel at ease with the assurance that one is associated with a man not easily ruffled or upset and one who is capable of making fairly shrewd and penetrating judgments.

One may disagree with him but one is always forced to feel a high regard for his opinions. It is equally true to say that whether in agreement with an associate or not, Walter Mullen maintains a very fine poise and always displays a fine attitude, neither agreeing for the sake of showing a good nature, nor disagreeing because of anything except genuine conviction.

We all think that Walter is a decided asset to the Columbia Conserve Company.

ON BEING A GOOD COOK

To be a good cook means the knowledge of all fruits, herbs, balms and spices and of all that is healing and sweet in groves and savory in meat. It means carefulness, inventiveness, watchfulness, willingness and readiness in appliances. It means much tasting and no wasting; it means English thoroughness, French art and American hospitality; it means, in fine, that you are to be perfectly and always ladies (loaf givers) and that you are to see that every day has something nice to eat.

John Ruskin.

TO OUR READERS

We give below records of sales and earnings for 1926, 1927 and for 10 months of 1928, together with an estimate for the balance of 1928. We also estimate sales and profits for 1929. We believe our estimate for 1929 is conservative. Our sales for 1928, as compared with 1927, will show a gain of 43 per cent or more, and we are very confident that 1929, as campared with 1928, will show a larger percentage of gain, and that our estimate of sales for 1929 of one and one-half million dollars will be considerably less than actual results.

In order to handle efficiently this increase in sales we need more capital. We hope that our stockholders who approve of our system of self-government will try to interest their friends to invest in our preferred stock. We have unsold in our Treasury 457 shares of preferred stock at $100.00 per share, bearing a cumulative dividend rate of 7 per cent. Should we sell it all our total preferred stock would be only $100,000 and our dividend obligations on it only $7,000, a very small amount as compared with our earnings. There seems little doubt about the safety of this investment, and while we do not wish your support on the basis of safety only, it is important that investments in our stock should be safe as most of our stockholders have very moderate incomes. We shall appreciate any assistance you may give us in the sale of this additional stock. The dividend on the stock dates from the time of purchase.

Sales for year 1926	$889,677.48
Sales for year 1927	832,816.66
Sales 10 months 1928	$915,768.45
Estimate Nov., Dec., 1928	175,000.00
Total Sales, 1928	$1,190,768.45
Estimated Sales, 1929	$1,500,000.00
Profits for year 1926	$68,348.17
Profits for year 1927	29,689.20
Profits 10 months 1928	$78,964.99
Est. Profits Nov., Dec., 1928	15,000.00
Total Profits, 1928	$94,964.99
Est. Profits, 1929	$127,500.00

Our preferred stockholders are divided as follows:

29 Non-wkg. Stockholders (Averaging $697.00 per Stockholder.)	$20,226.00
74 Working Stockholders (Averaging $418.00 per Stockholder.)	30,909.00
Employees Purchasing on Payments	3,100.00
Unsold in Treasury	45,765.00
	$100,000.00

W. P. Hapgood,
President.

More Children, More Pay

In New Zealand you get paid for having children. At any rate, the government under its family allowance scheme, on whose first year of operation a report has just been published, has been paying a definite allowance to parents who have more than two children.

The report shows that 10,000 children came under the provisions of the new law and a total of $188,269 was paid for their up-keep during the year. The payments averaged about $80 a year to each family. The greatest beneficiaries were laborers, farmers, civil servants and waterside workers.

Teacher—"What is a synonym?"

Pupil—"It's a word that you can use when you don't know how to spell the one you thought of first."

Plans New Labor Law for Mexico

A law providing for the 8-hour day, a minmium wage and protection for women and children in industry is to be one of the first concerns of Emilio Portes Gil, when he becomes Provisional President of Mexico, according to a recent interview. Night work for women in industry, which is permitted in most states in this country, is to be forbidden by the new law, and a rest period of three months before child birth and one month after is to be provided for.

Besides the 8-hour 6-day week, the proposed law calls for overtime pay beyond these hours at a rate of 100 per cent more than that fixed for regular time. It will also provide for sanitary conditions and other forms of labor protection, according to the President-Elect.

MISS CLARABELLE MYERS
Stenographer of Production Department, Columbia Conserve Company

COUNCIL NOTES

Regular Meeting, Nov. 2

After the approving of the minutes of the previous meeting Cornell Hewson spoke briefly of the possibility of his coming to Council sometime in the future to ask for leave of absence. This, he stated, would become necessary if arrangements now being made to send him to Mexico City under the auspices of the Friends' Society, matured.

There followed a report and recommendations by representatives of the Kitchen and Capping Rooms concerning the position of leaders in those two departments.

It was recommended to relieve Billy Hines, Jr., of the responsibility of being Albert Armstrong's general assistant and that he be placed in charge of the Capping Room.

Another recommendation was to place Leo Zike as assistant foreman in the Kitchen. To place the first of these recommendations in order Glenn Lipferd was good enough to offer his resignation as assistant in the Capping Room and it was accepted.

After considerable discussion the recommendations were accepted. It was recommended further that at the end of three months from the date when Billy Hines, Jr., and Leo Zike begin their new duties, their salaries be considered by Council. This was accepted. It was agreed to that Henry Rippe be placed in the Mechanical Dept. and that he work under the head of that department.

Rippe readily consented to doing all within his power to teach and assist Billy Hines in the machine work of the Capping Room.

Jack Evans presented to Council two programs which he had been asked to draw up—one a platform conceived as embodying the ideas and ideals of the more socialistic members of the group, and the other a platform framed with a view to meeting the desires of the less socialistic and more individualistic members of the group. With the presentation of the platforms a letter from Mr. Hapgood bearing upon this subject was read. Owing to the length of the platforms it was decided to leave consideration of them, and of the letter, until the next meeting, and in the meantime Council asked that copies of them be given to each member of the group so that each one be given time to study them.

This course was followed.

A committee composed of Arlie Myers, John Thomas and Albert Hines was appointed to investigate the possibilities of moving the Mechanical Dept. from its present position to No. 2 warehouse.

This committee was instructed to report to a later Council meeting. The Agenda Committee was appointed to fix the date of the next meeting. Meeting adjorned.

Special Meeting, November 12

This meeting opened with Lafe Gardner making a request for leave of absence to attend the Probate Court as juryman.

This was granted with the understanding that Lafe receive his full salary from us while performing jury service and that he return to the company any payment made to him by the authorities.

The next matter was a report by Kenneth Lucas of the work done by the Human Relations Council.

This report was lengthy but concise, and in it Kenneth outlined the growth and development of this committee arising out of our former attempt at framing two platforms in order to effect a division in the groups consistent with the division of opinion which most people believe to exist. The new council, the report stated, is composed of ten members as follows:

Executive Committee: Wm. P. Hapgood, H. E. Herner, Albert Hines, Jack Evans.

Board of Directors: Wm. H. Hines, C. E. Franz, Walter Mullen.

General Group Representatives: Ken Lucas, Dorothea Nord-Holt.

Chairman of Council: A. D. Myers.

First, a meeting of the Executive Committee was held at which the whole situation relating to our differences of opinion was very thoroughly discussed. This body, in turn, called in the Board of Directors, and ultimately the Directors and Executive Committee members were joined by Lucas, Nord-Holt and Myers, who were asked to join the new Council, because of their contributions in directing the organization and their status with the group. The committee of ten chose to discard the name "Social Council" because of the objection raised by some of its members that the name might be misinterpreted as meaning Socialist Council, and by a unanimous vote the name of Human Relations Council was adopted.

The Body comprising the new Council went over very carefully each aspect of the major difficulties which confront us here. Finally they came to the conclusion that our chief need was for complete and unreserved frankness at all times relating to the business and particularly to those things of a social and human character. It became very obvious that there were very real obstacles to our gaining this end, among them an unwarranted fear on the part of many that to tell disagreeable truths was not necessary, and that to do so would lead to unpleasantness for themselves and others. This lack of frankness, it appears, is by no means confined to the rank and file, and because of this fact the new Council members deemed it a sufficient task to seek only to get at this quality. Having gone thus far the new Council members sought to have it as the only condition of entry into its meetings, and complete membership in it, at least for the present time, that individuals tell the whole truth with sincerity whenever any question is asked them with a view to knowing any situation bearing upon the well-being of the Columbia Conserve Company.

Moved and seconded that Ken Lucas be appointed chairman of the Human Relations Council. Motion carried.

Moved and seconded that Dorothea Nord-Holt be appointed secretary of the Human Relations Council. Motion carried.

It was explained in Council that each one, irrespective of status, including wage workers, was entitled to membership in the new Council upon fulfilling the only condition necessary, that is undertaking to speak truthfully and sincerely about all things bearing upon the business.

Several questions were asked about the new Council and answers given to them whilst the main considerations arising from this discussion were left aside for our next meeting.

Moved and seconded that we shut the plant down November 29th, 30th and December 1st. Motion carried.

Moved and seconded that we go back to the five-day week the week of December 3rd. Motion carried.

It was reported that we had 40 women and 16 men on wages; half of these women are doing temporary work and it will be difficult for us to retain their services much beyond the end of this month. It seems, however, that the demands of production will be such in character in the future as to necessitate our placing more men and women on salary up to between 20 and 30 such people. A committee was appointed to study the problem of our needs for salaried help and the matter of selecting such help was transferred to the new Council for consideration.

Meeting adjourned.

Regular Meeting, Nov. 16, 1928

The minutes of the last meeting were read and approved, after which Ken Lucas gave a report of work done by the Human Relations Council. This contained:

(1) Acceptance by H. R. C. of Homer Shelly as a member.

(2) Decision of H. R. C. to regard its own decisions as final and as having the necessary power to put them into effect.

(3) That the H. R. C. meets every Friday; that its meetings take place at from nine to ten-thirty P. M., except when the Business Council finishes its work before nine P. M. in which case the H. R. C. convenes immediately after the Business Council ends its session.

A statement was made by W. P. Hapgood explaining to Council the reason for the steps he had taken in selecting the original members of the H. R. C. Following this it was moved and seconded to disband both the Education and Speakers' Committees. This was carried.

The work formerly done by the Speakers' Committee was given to Jack Evans because of the opportunities he has of arranging such matters. No provision was made for continuing the work of the Education Committee. It was unanimously agreed to that the Health Committee continue to function.

Meeting adjourned.

Special Meeting, November 23

Minutes of the previous meeting read and approved.

At our Council meeting of November 2nd a committee consisting of Arlie Myers, John Thomas and Albert Hines was appointed to investigate the possibility of moving the Mechanical Department. Their recommendation was that the Mechanical Department be moved just north of where it is now located. Consent of Council that we approve of the recommendation made by the committee.

Council next discussed the monthly cost figures which the Treasurer had compiled and placed on the blackboard.

At our Council meeting of November 12th a committee was appointed to study the problem of our needs for salaried help and was asked to make a recommendation to Council as to its findings. The Kitchen and Labeling Room offered estimates as to the number of additional people necessary to produce approximately 8,000 cases a week. Council discussed the estimates given and although it did not feel disposed to take on as great a number of salaried workers as 8,000 cases would necessitate, it agreed to ask the Human Relation Council to select an additional nine men and nine women to meet a production schedule of between six and seven thousand cases a week.

The next order of business to be brought before Council was the matter of enlarging the Dining Room Kitchen. Attention was called to the fact that our present kitchen is inadequate and that if a dish washer is installed more room will be necessary. Several suggestions were offered as to how the kitchen might be enlarged but nothing definite decided. Instead the following motion was made:

Moved and seconded that a committee of three be appointed to consider making whatever changes are necessary to enlarge the kitchen. Motion carried. (The Committee of three to be appointed by the chair.)

The following question was then asked:

Should the Mechanical Department build or endeavor to construct machinery when the cost does not exceed what the price would be to buy it? Mr. Hapgood replied to this question that he thought it a good plan for the Mechanical Department to build machinery, etc., instead of buying it providing we lose nothing in cost nor in quality, and providing still further that the Mechanical Department does not have something more important to do at that time. He stated still further that he was not in favor of the Mechanical Department doing such work if that necessitated our adding to the force. It was generally agreed by Council members that we want the Mechanical Department to exercise its ingenuity but that we do not want it to be too eager to do new things if there is other work which needs to be taken care of, and also providing such work comes within its estimate of the cost.

At a previous Council meeting Dorothy Herzog was transferred to the Statistical Department for six months and Jack Evans reported that the six months had elapsed. Jack stated that the actual statistical work on figures would take only about two days a week and recommended that the work be temporarily stopped. This statistical work, however, is to be taken up by Mr. Tearney when he comes in and he is to be assisted in this work by Mr. Hewson—Tearney working part time in the office and Hewson the balance of the time.

Jack also recommended to Council that we release Dorothy Herzog from the Statistical work as from Saturday, November 24th. and that the Human Relations Council be instructed to place her where she will be of the greatest service to the organization, to which Council gave its consent.

Meeting adjourned.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 2 JANUARY No. 12

MISS FRIEDA MARSCHKE
Youngest Employee of
The Columbia Conserve Company

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C726
v.2 no.12

INDIANAPOLIS

A WORKER'S PRAYER

O God on high, no more create
The earthly monsters called the Great!
Spare us, O Lord, from those who deign
To sit on thrones and o'er us reign;
Or, who in splendor and in greed
Consume what should the millions feed,
Before whose might in dumb appeal,
The hapless, hopeless, humble, kneel.
We need them not, the world is fair
If man to man does but compare.
The gluttons who for glory or for gold
Have brought upon us evils manifold,
Cast them no more, and leave us free
As men and brothers ought to be!

—Don C. Seitz, in *Advance*.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

YOUR OWN BANK

The Columbia Conserve Credit Union is a cooperative society, organized in accordance with the provisions of the State Law of Indiana and under direct supervision of the State Bank Department.

It has three primary purposes:

1. To promote thrift among the members of the Union through a system of savings which specializes in small units, and by a weekly savings plan which tends to make saving a habit.

2. To use the funds thus accumulated for the benefit of those who accumulate them by creating credit for the members at legitimate rates of interest.

3. To educate the members in matters pertaining to investments, the wise expenditure of money and care of their savings.

The Columbia Conserve Credit Union is a strictly democratic and cooperative institution. The money accumulated by the group is used exclusively for loans to group members. The Union is managed by officers, chosen in popular election by and from the group; in these elections each member has but one vote.

All profits are divided among the members in the form of interest and dividends.

It must, however, be understood that the Credit Union is not a small loan business operated for private profit; nor is it organized for charity. It is a business operated by the members and for the members, a business which pays fair dividends without losing sight of the fact that its primary purpose is not the making of money but that of giving service.

On December 31, 1928, The Columbia Conserve Credit Union ended its third successful year and its continual striving to follow an ideal seems justified by the results that have accrued. The following are comparative figures which may be of interest to the readers of the Cauldron.

	1926	1927	1928
Number of members	75	75	90
Total assets .....$	810.24	$1,280.61	$2,402.50
Shares outstanding..	609.50	1,056.04	1,974.44
Loans outstanding..	781.10	1,216.10	2,351.79
Authorized capital....	10,000.00	10,000.00	10,000.00
Number of loans made	63	58	92
Amount loaned	2,556.10	3,440.29	5,392.84
Amt. net earnings..	71.68	106.00	164.31
Undivided profits	18.57	50.34	74.55
Coal purchases	636.10	746.29	1,180.52
Dividend rate	8%	8%	8%

The ambition of the Credit Union members is much more in the direction of having a safe rather than a large business. Its aim is to confer benefits upon its members rather than adding to the size or volume of its business; it values quality above quantity and it prefers to do business under certain restrictions and limitations which can insure safety rather than to do a large business at a risk of those valuable principles which it believes have made it primarily the stockholders' own organization.

We are pleased with the result of our last year's work, but we look forward to a better year in 1929. We urge all members of the Columbia Conserve Company to join the Credit Union and thus help themselves—and others at the same time. Our motto is "Let them all come!"

Ken Lucas.

Cooperators Abroad

In the single year, 1927, the membership of cooperative societies in Great Britain and Ireland increased by 394,376; the share capital of the societies was $24,000,000; loan capital by $12,000,000; savings bank deposits by $1,000,000; reserve funds by $12,000,000. The trade of the societies increased by $150,000,000, and the number of persons employed by 14,769.

EDITORIAL

At the beginning of a new year it is an age-old practice for men to cast back their glances over the year which has just closed. This is done for several reasons, chief of which are the natural desire of men to review their past experiences and thus to have the joy of living over again, in their minds, that which they passed through in reality in a former period; and, the desire of most men to consult the past with a view to learning something from it to help them in the present and the future.

Columbiaites may look back upon 1928 with some considerable pride. During the year the company's business grew in volume and for the six months ending on the last day of the year we were able to ascertain that we had made a profit of one hundred thousand dollars.

Two new and important steps were taken in the course of the year which concern our social practices and our mode of government. Very early, during the first month of the year, we installed a system for taking care of the health of our employees, providing for both preventive and curative treatment. In this connection the company assumed the responsibility of paying all fees and expenses incurred in the treatment of any worker certified by our doctor to be suffering from disease, ailment or sickness.

At first this course of conduct was not very enthusiastically supported, mainly because of fears entertained by many as to the cost which it might involve, but now after a year's experience it is doubtful whether any one within the group feels anything but warm admiration for the plan.

There can be no doubt but that already we have the satisfaction of knowing that the health scheme has proven a blessing to several of our employees and that in some cases treatment under it has given a new lease of life to those who otherwise would have suffered for years longer and maybe to the grave. In comparison with our achievement the cost involved has been small and that fact is already encouraging many of us to look in the direction of widening the scope of our plan so that ultimately it will take into its care not only the employee but his wife and dependents as well. So much for our health scheme!

Now, a word about the Human Relations Council. Readers of this organ will be familiar with the causes which led to the creation of this new body and of the various steps taken in organizing it. It remains only to summarize what has already been told at length.

The great problem of democracy in industry is that of harmonizing expert knowledge with popular control or, better still, subjecting expert knowledge to *wise* popular government.

The word *wise* is important for popular government has many times in the past failed invariably because at times it has exercised control unwisely.

Nothing enrages or outrages a good technical expert so much as being hampered and hindered by the opposition and antagonism of half-baked associates who arrogate to themselves the position of judges in matters concerning which they have but superficial knowledge.

This fact is well known by most people in so far as it applies to the sphere of technical and mechanical science, and everywhere in that field one finds a readiness to give heed to the man who *knows*.

When one turns to the field of social science and that of human relations—a field ten fold more difficult to understand than the most complicated mechanical problem—the expert within a democratic body is balked by the outpouring of those who have power and authority without the requisite knowledge—and always without the modesty which comes from being aware of one's own limitations.

Of course, social problems affect all members of society but that does not mean that every man, woman and child is qualified to regard himself or herself as an expert who understands such problems.

The study of human relations is comparatively new and our knowledge, that is, scientific exact knowledge, of them is small and trivial compared with what we need to know. It is therefore difficult for anyone to be useful as a servant in this field without a great deal of intelligence, some considerable training and, above all, a knowledge of what he really knows as against what he thinks or guesses.

The H. R. C. is an attempt to gather into one body all those members of the Columbia who have an abiding interest in social as distinct from mechanical or commercial problems and who have demonstrated or promise to have some understanding of them. It is the working out of a difficult experiment whereby the experts are given a chance to steer the course of the group along social lines without having to meet the serious impediments which consultation with inexpert and often vain opinion has so frequently meant in the past.

We enter 1929 full of hope that this new departure will prove a success. We feel sure that before we bid adieu to the present year we shall have learned a great deal more of the nature of our tasks and we will then be able to pronounce a more mature judgment as to the efficiency of the H. R. C. as an instrument in pushing ahead the development of the Columbia Conserve Co. and its policies.

LOW WAGES FORCE MARRIED WOMEN TO WORK

That more and more married women are being forced into industry to provide an adequate family living is indicated by a recent report of the U. S. Women's Bureau. One in 11 of all the married women in the United States in 1920 were found by the census to be gainfully employed, as compared with 1 in every 22 similarly reported by the census of 1890. This means that 23 per cent of the 8,500,000 women workers in 1920 were married.

Director Mary Anderson of the Bureau points out that the number of married women who work for any other reason than economic necessity is so negligible as to be scarcely worth considering. She proves by statistics that practically all the married women workers are forced into industry because of low wages paid their husbands. "The few figures that are available amply bear out the need of the great number of married women workers for jobs that will supplement their family income. A survey by the United States Bureau of Labor Statistics in 1918-1919, covering 12,000 families of wage earners and small salaried men in 92 cities and towns, showed an average of 4.9 persons per family with the average year's expense totaling $1,434. The hubsands had average earnings of $1,349, which meant an average deficit of $85 per family.

"In March, 1923, a Philadelphia survey showed that $1,854 was necessary to maintain a minimum health and decency standard. Prof. Paul H. Douglas of the University of Chicago has estimated that $2,000 to $2,400 is necessary for residents of large cities to maintain the 'American standard'."

Miss Anderson points out that in 1923 the National Industrial Conference Board, an employer's group, found the average yearly earnings of 129,000 unskilled male workers in 23 major manufacturing industries to be $1,157.

"In view of these facts it can be readily understood," she concludes, "just why the wives and mothers in these families go out to seek paid employment."

REPORT OF HUMAN RELATION COUNCIL MEETINGS

Special Meeting H. R. C., December 3, 7:00 P. M.

Minutes of the previous meeting were read and approved. The Chairman introduced the subject for discussion as being: "Attitudes within the group toward the principles of payment of the marriage differential and children's payroll allowances."

It was suggested that a summary of the steps taken by the Company in the matter of social legislation since the beginning of the new plan of government in 1917 would be of value in helping us to see the relation of the various social principles to each other.

There were five members of the H. R. C. present who were with the Company at the beginning of workers' control at the Columbia: Franz, Hapgood, Herner, A. Hines and W. H. Hines. Each one was asked to give his reactions to the suggested plan as he recalled them. Mr. Hapgood recounted the reasons which motivated the owners to formulate the contract which gave the workers control of the business, and the initial steps taken to start the machinery. The other four members recollected that chief among their own reactions to the suggestion were: (a) A general disbelief in the whole project—a feeling that it wasn't quite square and had a "catch" in it somewhere. (b) That, if true, it would provide more equal chances for everybody in the group. (c) A feeling of responsibility to help spread the benefits to be obtained among as large a group of workers as possible. (d) A general lack of understanding of what it was all about and a consequent passive acceptance to see what might happen. (e) An inability and an unwillingness to voluntarily shoulder the responsibility of management—a tendency to "pass the buck"—or let the other fellow do it.

In the general discussion which followed these reminiscences the various social steps taken were outlined and placed in approximate order of inception, and the newer members of the group added what information they could as their time of service in the Company warranted. The following outline was drawn up of the progress made to date, and the manner of building up of the machinery for self-government.

Objective — Transference of control from owners to workers.

1. Democratic government or workers' control.

2. Profit sharing; with wage and salary workers benefiting—same rate paid on capital stock and pay-roll.

3. Regularity of employment — changing employees from a wage rate to a salary basis.

4. Democratic selection and election of leaders.

5. Regulation of length of working day—all employees working same number of hours and puching time clock.

6. Partial health protection.

7. Consideration of salaries with steady aim toward increasing them—installation of maximum and minimum rates.

8. Discharge of salaried workers only by action of Council.

9. Longer vacations, and with full pay, irrespective of kind of work performed.

10. Discussions not to advance higher paid salaried workers until minimums could be increased followed by voluntary decision of some higher paid employees not to accept increases until such action was possible.

11. Acceptance of plan making ultimate workers' ownership possible.

12. Elimination of sex discrimination —abolition of system of separate wage and salary grouping of men and women.

13. Decisions regarding employment of married couples:

(a) No married couples could be employed.

(b) Changed so that married couples could be employed but both might not be on salary.

(c) Status of salaried employees already on pay-roll not to be changed by marriage within the group.

(d) In case of married couples on salary within group—marriage differential forfeited.

15. Installation of marriage differential.

14. Installation of children's pay-roll allowance.

16. More frequent discussion of payment according to needs with consistent effort to add features tending toward such payment.

17. Increased health protection including medical service at plant and payment of doctors' and hospital bills when necessary in individual cases.

18. Pension plan—payment according to need of pensioner.

Summary of gradual development of machinery of self-government:

1. Committe of ten—3 office appointees, 7 factory representatives elected.

2. Factory committee (of from 10-12) and advisory body.

3. Qualified membership in Council; anyone eligibile—requirements were attendance of eight consecutive regular Council meetings—absence from two consecutive meetings without being excused forfeited membership.

4. Membership in Council thrown open to anyone upon attendance only.

5. Addition of general factory meetings monthly for purposes of discussion and recommendation only—held on company time—attendance compulsory.

6. Use of Council as an educational body.

7. Creation of Education Department which included addition of an Education Director and an Education Committee, whose functions covered:

(1.) Arranging of education classes.

(2) Publication of house organ, "The Columbia Cauldron."

(3) Supervision of employment of new workers.

8. Separation into two Councils.

(a) **Business Council.**

1. Any employee may attend and may vote.

2. Function — supervising the production of goods.

(b) **Human Relations Council.**

1. Qualified membership, voting limited, but any employee may attend to listen to and discuss problems.

2. Qualifications for membership:

(a) Truthfulness, frankness and sincerity.

(b) Apparent understanding of the problems of human relationships.

Following a brief recess a resume of these outlines was made by the Chairman. An attempt was made to get individual reaction to the various steps already taken by the group to determine whether any of them were out of keeping with the balance. Each member was asked to express any objection he might have to the retention of any of the features in existence now, having in mind the three-fold goal toward which we are striving: 1. To increase incomes. 2. To increase intelligence. 3. To increase happiness.

No objections were made by H. R. C. members but a few instances of apparent dissatisfaction with the payment of the marriage differential and children's allowances were cited as existing in the group as a whole.

Things suggested and listed for future consideration included:

(1) Possibility of raising minimum wage and salary rates.

(2) Possibility of differentiation in wage rates between single and married people with a view to increasing the amounts for the married ones.

(3) Increasing health protection to include medical service in the homes of employees:

(a) For the employee himself.

(b) For members of his family, with the idea that such service could be obtained more cheaply by group rates than in an individual manner.

(4) Suggestion to offer employees who are dissatisfied with conditions here a two weeks' vacation with pay in order that they might seek employment elsewhere which might suit them better. A recommendation might be given them to aid in securing another job. If such a disgruntled person came back to the Columbia at the end of the two weeks' period it would be taken as an indication that he preferred working here and would be expected to quit grumbling. If later such an employee left us to take a job elsewhere he would forfeit the usual payment of two weeks' salary in advance.

Arlie Myers presented to Council the information that Jake Miller, a wage worker, voluntarily came back to the plant and unloaded a carload of coal during the vacation shut-down last week. Jake did this to save the Company the payment of demurrage charges. Arlie asked whether Council wished to consider paying Miller for the time spent on this job in addition to the holiday pay already given him. It was pointed out that Miller did the work without expecting extra remuneration and that this was indicative of his general attitude of interest in the affairs of the Company. It was taken as the sense of the meeting that a better way to reward Jake for such interest was to place him on salary if he was qualified for such consideration. It was agreed to place him on the list for consideration for salary as among the first cases to be taken up.

Council stood adjourned at 10:45 P. M.

Regular Meeting H. R. C., December 7, 7:00 P. M.

Following a very brief meeting of the Business Council the H. R. C. went into session at 7:00 P. M.

The minutes of the previous meeting were read and approved.

The chairman read a list of items which have accumulated on the H. R. C. agenda and asked the pleasure of the members as to which topic should be given preference for discussion.

One application for membership in the H. R. C. had been received by the chairman during the past week and this was chosen as the first order of business for consideration. Henry Kessler, a wage worker in the Label Dept. was the applicant. Due to the fact that Kessler has been in our employ only a short while and is not very well known to most members of the H. R. C. it was thought advisable to table his case until the next meeting. Most members expressed the opinion that Henry was qualified as to honesty and frankness but felt reluctant to pass judgment on his apparent understanding of the problems which face us. It was suggested that all the information and impressions possible be sought by members during this coming week and some conclusion reached by next Friday on this matter.

The next topic for discussion was the suggestion made at the last meeting regarding the giving of a two weeks' period of time, with pay, to dissatisfied employees in order to enable them to seek more satisfactory employment elsewhere.

The chairman explained that some employees had received a wrong impression of the purpose of the proposal construing it to mean a challenge to any person

who may be displeased with some conditions here to look for another job or be liable to the criticism that he couldn't do better elsewhere. It was pointed out that the suggestion was not intended as a challenge but was meant to provide an avenue of escape to chronic grumblers who believed themselves to be badly treated by the group here.

One danger was anticipated if we accepted this proposal, namely—that we might, at some future date, find ourselves seriously handicapped if a clique, or small group of persons, should happen to decide to take advantage of this offer in a body, especially if any considerable number of them held positions of responsibility here. This was felt by the H. R. C. to be a very slight possibility on the one hand, and on the other that we would be better off in the long run to suffer the inconvenience of readjustments necessary in such a case than to retain persons with attitudes like that in the group. It was stated further that this proposal was not intended to stop all discussions of conditions which might not be liked, nor did it refer to dissatisfactions with salaries alone but covered the field of social principles as well. It did refer to cases where the grumbling seemed chronic and affected either the individual worker or his fellow workers adversely in ability to perform jobs here and in creating unhappiness of mind.

Another angle to this matter presented was that if accepted it should not be left purely voluntary with individuals to ask for such consideration, but that upon decision of the H. R. C. it should be recommended to such persons that they look for other jobs at our expense.

After considerable discussion it was taken as the sense of the meeting that we consider recommendations of H. R. C. members regarding cases of chronic grumbling—also that dissatisfied individuals may apply for consideration of their own cases. Upon decision by the H. R. C. such individuals would be allowed two weeks' time with pay to seek other more satisfactory employment. If they returned to us at the end of that time and then later left our employ to take other jobs they would forfeit the usual two weeks' pay in advance upon leaving.

The payment of the marriage differential was presented next for further discussion. An effort was made to clarify our thinking as to the reasons why such a principle of payment was socially sound or unsound—advisable or inadvisable—from the point of view of our own reactions to the practice. Summarized from the general discussion the reason advanced for continuing such payment was:

A belief in the payment of a differential to care for basic needs since no one could live on less than a subsistence level and be an effective workman or happy.

Reasons against, or dangers cited as inherent in, such a practice were:

(a) From an eugenic standpoint such protection of weaker members of society by the stronger might tend to increase the numbers of the weaker at the expense of the stronger.

(b) That carrying the burdens of the weaker by protective measures might tend toward creating an attitude of complacency and retard ambitious development of individuals thus protected.

(c) That ambitious stronger individuals might be hampered in becoming as effective as they might otherwise be if such protective features restricted their chances for material advancement.

(d) That a careful consideration should be given as to whether such protection might result in a dearth of people willing and capable of being trained to accept and carry responsibility.

It was felt generally that there was a wrong assumption among some of the single people that their chances for material advancement were considerably lessened because of the drain on the payroll made by the marriage differential and children's allowances. Also, that there was a good deal of confusion as between efficiency pay and differential allowance checks—most people thinking only of the total amount paid and not separating the two kinds of pay. It was thought that a lot of the apparent dissatisfaction which exists in the plant was due to comparisons of single people with the total pay received by married ones instead of comparisons of the efficiency rating of the two groups.

It was suggested that some provision should be made to take care of discouraged or dissatisfied individuals who objected to the marriage differential because it hampered their own development.

A telegram from Mr. Hapgood was read in which he suggested a different manner of paying the differential checks. Instead of the two checks—one for efficiency and the other for differential allowance (or three checks in cases of children's allowances) being given to the person working here as at present—only the efficiency check would be given. The other checks would be mailed to whomever was responsible for the work of running the home and caring for the children.

This suggestion was intended to make more clear the reasons underlying the payment of such allowances and clarify confusion between total pay and efficiency pay already noted.

Following a brief recess at 9:00 P. M. a general discussion on the merits and demerits of this suggestion was entered into. No definite conclusions were possible and few expressions of opinion were made. It was mentioned that there might be as much logic in attempting to divide the single minimum payment into efficiency and needs on the same basis of reasoning in some cases where the minimum is paid due partly to needs. Such separation of checks at the single minimum might also be handled by mailing one to parents or guardians of such individuals and emphasizing the actual efficiency rating by the check given for such service to the individual here.

It was decided to carry over the discussion of these suggestions until a later meeting and we stood adjourned at 9:45 P. M.

Regular Meeting H. R. C., Friday, December 14, 8:30 P. M.

Minutes of the previous meeting read and approved.

The first order of business was to determine the meetings to be held the following week. Monday and Wednesday nights were decided on.

The next order of business was the application of Henry Kessler to the Human Relations Council. It was the consent of every member that Henry was qualified for the Human Relations Council.

Next was the report of the committee in charge of making salary recommendations. The committee brought back the following persons for salary recommendations. Olive Ferguson, Ruby Hawkins, Lora McClain, Queenie Martindill and Mary Unger. The committee reported that understanding, age, relation to members of the group and needs were taken into consideration when considering aforesaid recommendations. Members felt that length of time employed here should not be taken into consideration. It was also generally agreed that the best material available should be placed on salary, but there was a difference in opinion as to whether a local or outside man should be employed. It was expressed by some that the local man should be chosen if his needs and qualifications were the same as those of the outside man. By doing this would save the expense of transportation here. Others thought the expense should not be considered. It was generally agreed that if the outside man exceeded the local man in qualifications, the outside man should be chosen. Others expressed the opinion of choosing the union man rather than the non-union man if both his qualifications and needs were the same because of the training he has as such.

Olive Ferguson was brought up for discussion. She was very highly recommended for her good work and it was felt that she could be built upon in the future. Consent of the meeting that Olive Ferguson be placed on salary as of December 21, 1928.

The name of Ruby Hawkins was next presented for discussion. It was stated that she was the mother of three children and their sole support. She was recommended for her good work in both the label room and kitchen. Consent of the meeting that Ruby Hawkins be placed on salary as of December 21, 1928.

The name of Lora McClain was next discussed. There was some objection to her, mainly that of not being fast enough with the label room work. It was brought out that she was the mother of three children. Although she is not their sole support she must work because of the unsteadiness of her husband's employment. Consent of the meeting to retain Lora McClain on wages for the present.

The name of Queenie Martindill was next discussed. She was recommended for her work in the label room and the possibility of being trained as an efficient worker in the kitchen. Consent of the meeting that Queenie Martindill be placed on salary as of December 21, 1928.

The name of Mary Unger was next discussed. It was pointed out that she was an orphan and needed the work. Although a good worker, it was felt by some that she could do better. It was felt that there were better workers than she. Consent of the meeting that Mary Unger be retained on wages for the present.

The Antioch students were discussed separately. Both were highly recommended. Consent of the meeting that both Sophia Fisher and Ruth Hutchinson be placed on salary as of December 21, 1928.

The reconsideration of Claude Pennington was brought before the meeting but was not discussed.

A suggestion was made that if an employee feels that he should be increased in salary, he should write a letter giving his reasons for thinking such.

Meeting adjourned at 10:15 P. M.

Special Meeting H. R. C., Monday, December 17, 8:30 P. M.

Minutes of the previous meeting read and approved.

The first order of business was a recommendation from the committee recently appointed to consider applications for salaried positions with us either from wage workers or from people outside. The committee recommended that Henry Kessler, Tom McCloskey and Jake Miller be placed on salary.

Henry Kessler was recommended upon the grounds that he was a very effective and active worker, and seemed to understand and to have an interest in the plan of operations at the Columbia. With very little discussion the consent of the meeting was given that Kessler be placed on salary.

The recommendation of Jake Miller, given by Arlie Myers, was to the effect that he was an extremely willing worker at all times, and that he was in great need of additional income because of his family responsibilities. After a brief discussion it was decided to place Miller on salary.

The case of Tom McCloskey was put before the meeting by Myers and Jack Evans and their statements were supported by a statement by Powers Hapgood who had known McCloskey for several years and who had lived with him for a year in Pennsylvania. Powers stated that he thought McCloskey particularly well fitted for work with us on account of his deep interest in social and democratic problems and experiments, and his capacity to perform work such as we have to offer here. It was brought out that McCloskey was in great need of work and a steady income on account of the fact that he had been unemployed for twenty months and is blacklisted by the coal operators in his native district. It was suggested by Arlie Myers that Mr. McCloskey be placed on salary with us and that he be tried out in the Mechanical Department so that he might have a good opportunity of moving around the plant and seeing as much as possible of it. This latter suggestion seemed to be generally approved of and it will be borne in mind when McCloskey comes to us.

The matter of Tom McCloskey's examination by a doctor to ascertain whether he is physically capable of becoming a salaried worker at the Columbia was next discussed. Council felt that Jack Evans should write to McCloskey asking him to undergo an examination in Gallitzin and forward to us whatever statement the doctor there may give him. The cost of such an examination is to be borne by us. After or when McCloskey arrives in Indianapolis it is understood he will have to undergo a further examination by our own doctor, and in that way it will be possible for us to check up on whatever the Pennsylvania doctor states in his report.

The case of Carl Phillippi was brought before Council through the reading of a letter received from him by Mr. Hapgood. Whilst it was not possible to have a very complete picture of the man from a short letter it seems that he has a very considerable degree of technical skill as a mechanical and electrical engineer. He expressed a desire to join us because of his interest in industrial democracy and his desire to learn more about the mechanics and technique of running an experiment like ours.

It was the consent of Council that Jack Evans write to Mr. Phillippi giving him all the information he could about ourselves and ask him, in turn, to give us some further information concerning himself and his desires.

The case of Claude Pennington was next brought before the meeting by Jack Evans. He stated that he had seen Pennington several days ago and talked with him about his reinstatement at the Columbia. He also gave Council an account of the impression he got from his visit with Pennington, some of which had changed his opinion as to Pennington's situation. Arlie Myers and Gilbert Givan also spoke about the matter of reinstatement of Pennington and indicated that they thought he ought to be given a further chance with us. Mr. Hapgood expressed great doubt as to the wisdom of taking Pennington back on the grounds that he questioned his frankness in revealing to us that he contracted a menacing disease and also upon the grounds that he did not seem to be very good salaried material from the point of view of general intelligence. Bert Hines gave it as his opinion that Pennington possessed no qualities that would make him into a leader either in the shipping room or elsewhere, whilst Mary Lipferd stated that she did not think his general attitude was at all cooperative. This case led to a long discussion as to the meaning of frankness and the need for cleanliness of body on the part of each employee as well as to the general question of what security of tenure a salaried employee enjoys. Several employees spoke and in addition Council invited and received Powers Hapgood's views upon this question. It was finally decided to let the matter stand until the opinion of Dr. Canedy and Dr. Burckhart or both was obtained, after which the case could be reopened with a view to final decision.

By unanimous consent it was agreed to extend the lunch period at noon on January 16, 1929, in order that a full meeting of the stockholders of the Credit Union may be called together to discuss some important business. Ken Lucas, the Credit Union Treasurer, asked for a fifteen minute extension, but Council expressed its confidence in him and appreciation of his work by stating that it would place no limit upon the length of time he thought necessary to have the said business transacted.

Meeting adjourned at 10:30.

Regular Meeting of H. R. C., Friday, December 19th

The matter of Tom McCloskey's transportation expenses was brought before the meeting, and it was stated by Mr. Hapgood that McCloskey intended coming to this city by means of his Ford truck, and that his expenses for gasoline, oil, etc., would not be great and that we would, in accordance with our usual practice, reimburse him for whatever money he spends in order to get here. Jack Evans mentioned the fact that he had written McCloskey asking him whether he needed any financial assistance to make the trip. This was done because of a knowledge that McCloskey has been out of work for almost two years, and might very well have been in need of money. This was approved of by Council.

Jack Evans reported that he and Kenneth Lucas had spoken to Dr. Canady concerning the case of Claude Pennington. His report stated that there was some misunderstanding between what the Health Committee understood Dr. Kennedy to have said and the Doctor's actual opinion concerning Pennington. The Doctor stated that he could not tell how long Pennington had suffered from the disease which he contracted, and it was doubtful whether anyone could tell that, but the fact that he was showing every sign of complete recovery indicated that he had seen to the matter of treatment at a very early stage. This fact tended strongly to support the fact that Pennington had been more frank in revealing his condition than seemed to have been generally thought before. Mr. Hapgood and Jack Evans had interviewed Pennington earlier in the day and both got a very good impression of him and of his intelligence. Mr. Hapgood, as a result of this interview, withdrew his former criticism as to his lack of frankness and intelligence, and now charged Pennington with having deceived him and others by his continuous silence in Council, thus leading people to think that he was unintelligent and in no way deeply interested in the Columbia Conserve Company. Pennington showed Mr. Hapgood that he had a fairly high degree of intelligence and understanding, and he was urged to use his capacities both mental and physical in the interests of the group. This he promised to do. After some further discussion in which several people participated it was agreed to take back into our employ Claude Pennington with the understanding that Jack Evans talk with him about his attitude toward women and his general conduct together with the impression that this had conveyed to other people. It was understood that Pennington would have to pass a medical examination before he begins work with us again. If he passes the examination then he goes back to his old job in the shipping room and at the same salary as that which he drew when he left us.

In connection with Pennington's case it was urged upon all to question themselves as to their attitude in future towards anyone who might find himself or herself in a similar situation. This was done in order to bring before Council the general tendency which exists today of paying much less regard to the misdeeds of men than to those of women. Belief in sex equality, it was pointed out, meant that the same treatment should be accorded to women as to men, and this referred to sexual conduct as well as to other forms of conduct. The majority of Council members expressed their belief as being that they would always treat a woman in exactly the same way as they had treated Pennington if the woman were likewise situated.

Arising from Pennington's case it was made very clear that his having had two weeks' pay in advance disqualifies him from receiving the same privilege if and when he leaves us again, and it was recorded that Council's opinion was that anyone who receives this privilege once

should not profit by it on any other occasion.

The next thing was an explanation given by Jack Evans of the meaning of the several matters written up on the blackboard. These matters referred to the several steps taken by the company in its march towards industrial democracy, and the purpose of the explanation was mainly to enlighten the salesmen as to the ground covered by Council during their absence on sales work. Jack explained at length the reasons for and the steps which led to the creation of the H. R. C. as well as the conditions and qualifications to be fulfilled in order to obtain membership in it. Very many questions were asked by the salesmen and answered, and it seemed that each one of them was quite satisfied that he knew and understood what had been done.

Before the close of the meeting Hugh Bogardus made application to become a member of the H. R. C. and as there was very little discussion it was decided to add him to the list of members. At ten thirty the meeting adjourned.

Regular Meeting H. R. C., 7:30 P. M., December 28, 1928

After a 5-minute recess following a short meeting of the Business Council the H. R. C. was called to order by Chairman Lucas. The minutes of the previous meeting were read, corrected and approved.

The first order of business was the application for membership in the H. R. C. made by Sophia Fischer. With very little comment it was taken as the sense of the meeting that she be accepted as a member.

The next matter presented was the problem of what pictures should be taken in the plant, and the personnel of group pictures which were needed. This was in consequence of the action taken by the Business Council to appropriate up to $100.00 for the purpose of acquiring a decent set of pictures which might be used in connection with articles published about our company in various magazines and papers. After some discussion it was taken by consent that Council pictures should include the approximate number of people in attendance at the last two meetings and tonight's meeting, and as nearly as possible those people who were present at these meetings. Some felt that this number would be smaller than our usual attendance due to the large amount of illness which has cut down the attendance this past month, but it was considered better policy to stick to actual conditions and thus avoid the danger of "padding the picture" to make it impressive. The working out of details of these and other pictures was left to the discretion of Jack Evans—he to get information and help from anyone he pleases.

Jack Evans next asked for information regarding the salary status of Henry Kessler. Kessler was added to the salary pay roll on Dec. 21 and had been on wages at 40c per hour previous to that. The general rule is that the salary basis is the next amount higher than that received on wages—plus the marriage differential and children's allowances if the individual is entitled to them. Information at hand showed that Kessler is a widower maintaining a home for his 18 year old daughter and a sister-in-law. The daughter is physically unable to work most of the time, but the sister-in-law is employed and helps maintain the household. After considerable discussion it was taken as the sense of the meeting that Kessler was not entitled to the marriage differential and child allowance under the circumstances, our principle for such payment excludes the wife working and in this case the employment of the sister-in-law was taken as comparable. In addition the daughter was found able to care for the house. Kessler's salary for the present will be $22.00.

The Committee on Salary Recommendations presented the names of Herbert Stuvel, Wm. McCurdy, Fred Kleiss. John Barron and John Freeman for consideration for salaried positions and these were discussed individually.

Herbert Stuvel was considered a very reliable person who promises to become a good workman for the kitchen. Some doubt was expressed as to the advisability of placing him on salary because it was felt he might not remain with us very long and thus valuable training would have been wasted. It was explained that Herbert has no intention of leaving us for possibly 3 or 4 years and even then he may decide to stay and follow his chosen profession of accountancy (for which he is now training himself) with us. Taken as sense of meeting that Stuvel be accepted by salary pending medical examination.

Wm. McCurdy was considered a fairly good, reliable workman in the kitchen though he seems to lack initiative. The general discussion proved favorable and it was taken as the sense of the meeting

that he be accepted for salary pending medical examination. It was expressed that he be encouraged to develop and show more initiative in his work, however.

Fred Kleiss was criticised both favorably and unfavorably. It seems to be generally the opinion that he has many good qualities but that he lacks reliability. It was expressed that he had been a better workman during the first few weeks with us but that lately he seems to have slipped back on the job. It was taken as the sense of the meeting that action on this case be postponed pending further investigation. It was suggested that Albert Hines, Albert Armstrong, Fred Kleiss and Jack Evans investigate and attempt to find out the cause for recent dissatisfaction with Kleiss' work, and report back to council as soon as possible.

John Barron was well spoken of as being intelligent and a good workman. His performance in the Label Department has been quite satisfactory and he shows promise of being of some assistance in council work as well. A little adverse criticism was offered by two persons who stated that John might be a little more helpful at times to others working near him. The good points which he has shown far exceeded the unfavorable ones and it was taken as the sense of the meeting that Barron be accepted for salary pending medical examination.

John Freeman was recommended solely on the basis of having been a good workman in the kitchen during his employment with us these past several months. Although it was granted by everyone in the H. R. C. that Freeman was a good worker there was a great deal of unfavorable comment upon his attitude and general conduct. It was the opinion of the group, based upon specific instances wherein first-hand information was available that his conduct was not such as to advance the interests of the group. He had proved untruthful and deceptive on several occasions. His qualities of good workmanship did not weigh heavily enough to balance such actions and it was taken as the sense of the meeting that John Freeman be rejected as a salaried worker.

The committee then recommended the consideration of Wilma Bolser for salary. It was explained that Mrs. Bolser was a good worker of the steady, reliable type. While qualities of leadership were not at present discernable she was familiar with the general work throughout the plant and would probably make a very dependable worker anywhere she might be needed. It was taken as the sense of the meeting that Mrs. Bolser be placed on salary pending medical examination. It was explained that Mrs. Bolser is a widow maintaining a home for her 2 minor children and would be entitled to the marriage differential and the children's allowance.

The resignation of Amelia Enders, effective Dec. 27th, for reasons of health was accepted without comment.

Miss Franz reported for the health committee that Maude Kennedy had been given an indefinite leave of absence without pay on account of her health. This was done on the recommendation of Dr. Burckhardt.

After a 10-minute recess at 9:00 o'clock a letter from Mr. Hapgood regarding the reorganization of the sales force and the proposed new method of handling the work of the Sales Department was read by Jack Evans. This outlined the plan of having Mr. Hewson and Mr. Tearney alternating with each other in the office here and allocating the work of the other salesmen. After some discussion, during which a number of questions were asked and answered, it was taken by consent that the recommendation be accepted for a trial period.

Jack then read a letter from Carl Phillippi which was a continuation of the correspondence from him regarding employment with us. In this letter Mr. Phillippi gave a detailed outline of his career as a workman and wrote at some length explaining his reasons for believing he would like employment with us. Several H. R. C. members spoke as being very favorably impressed by his letter and it was suggested that it might be a good plan to have him come here to visit us at our expense so that he might look us over and ask questions of us and we, in turn, might do the same. Further action would depend upon the outcome of this visit. After further discussion it was taken as the sense of the meeting that this course of procedure be followed and Jack was instructed to so inform Mr. Phillippi.

The meeting stood adjourned at 10:30 P. M.

Punishment Enough

One way to make the punishment fit the crime would be to have every man who criticizes the modern apparel of woman sentenced to spend one hour every day looking through the old family album.—Louisville Times.

ANOTHER VENTURE?

The recent announcement of the sale of the Graybar Electric Company to its own officers and employees marked another big step in the spread of employee ownership.

The Graybar Company was organized in 1926 to take over the work of the Supply Department of the Western Electric Company. It became sole distributor of certain Western Electric products to customers other than the Bell Telephone System, and also handled the products of 200 other manufacturers.

As the Western Electric desired to devote its energies and resources exclusively to the telephone field, it decided to sell out the Graybar Company entirely. Then the employees spoke up and said: "Here, if you are going to sell it, we are going to buy it."

Among the nearly 2,000 employees of the Graybar Company, the average length of service is fifteen years. All persons in the employ of the company for six months or over were invited to participate in the ownership of the company, and the stock is being subscribed for so rapidly that the entire issue will probably be disposed of without reallocation.

The new set-up provides for the issuance of $9,000,000 of stock—$3,000,000 common to be purchased by officers and employees of the Graybar Electric Company, and $6,000,000 preferred, to be turned over to the former owners as the purchase price of the business and amortized over a ten-year period.

Three Methods of Payment

The common stock may be acquired only according to a carefully worked out plan based on the employee's position, salary, and length of service. This automatically insures such wide distribution that no single group, either official or employee, will have control through common stock voting privileges.

Three methods of payment are provided for—payment in full, payment in annual installments of 20 per cent or over, and payment of $2.00 per month on each share, interest at 6 per cent to be paid the subscriber on accumulated money until the issuance of the stock.

Stock may not be sold or transferred except to the company. When an individual leaves the employ of the Graybar Electric Company, the latter will purchase his stock at $100.00 par value plus 6 per cent interest, minus dividends, or will return with 6 per cent interest his payments to date for stock not yet issued him. In other words, the company assumes the return of the subscriber's money with 6 per cent earnings for the entire period.

Sale of Stock

Employees may sell their stock to the company on these terms at any time. In the case of death, the stock may remain in the possession of the heirs for one year, and then must be sold to the company at the current value.

Pensioners' stock may be sold to the company at the accrued value of the stock, if any, with 6 per cent interest.

Temporary suspension of payments may be made at the discretion of the company during leave of absence or disability.

The Board of Directors have the right to allow employees to share in further stock issues.

This liberal and carefully thought out plan makes it possible for everyone, down to the last office boy, to become a stockholder in this business, that is expected to reach the $75,000,000 sales mark for 1928.

Abraham Lincoln on Labor

"Labor is prior to Capital and deserves much the higher consideration.

"Who is and what is Labor? You are Labor, if you work for a living. You till the soil, you mine the coal, you write the books and you spin the yarn. You invent cunning machines, you serve and sell across counters, and you build the dwellings of men all the world over. You are the great majority.

"All that serves Labor serves the nation.

"All that harms Labor is treason.

"No line can be drawn between these two.

"If any man tells you he loves his country, yet hates Labor, he is a liar.

"If any man tells you he trusts his country, yet he fears Labor, he is a fool.

"There is no country without Labor, and to fleece the one is to rob the other."

A clergyman, about to enter 'bus, noticed a gentleman seated in the corner who had celebrated peace rather too well.

"Do you allow drunkards in your bus?" he asked the conductor.

"Well, not as a rule," said the conductor. "But just slip in quietly."

FROM THE MECHANICAL DEPARTMENT

The last two months, which have passed very rapidly, have given me the opportunity of studying very carefully the many problems of our Department.

In my new work I have learned the importance of cooperation. And this has shown me that without it neither leader nor those led can accomplish very much; without it no Department can succeed nor can our organization. In the Mechanical Department we have problems that differ from those of the other Departments. Because of the nature of our work we are called upon to go from one Department to another, and our work is open for all to see. We try to please everyone for whom we do any piece of work and it is with regret that we find on occasion that we do not succeed as completely as we would like to. Everywhere we can be watched by others and we welcome expression of opinion concerning our work being expressed by any of those with whom we come into contact.

In order to strengthen our Department we are planning to hold a meeting every six weeks at which we shall discuss plans for future work. In this manner all our members will be informed of what the Department has ahead of it and in this manner can work with a clear knowledge of their contribution. At these meetings questions will be invited and, we hope, answered. Individuals will be told of any mistake which they may have committed and every assistance will be given to them in order that they may avoid such mistakes in the future. With the continuation of the present cooperation that each Department gives to the other, I feel sure our Department will develop very rapidly, and that it will soon carry a little more than its share in order to take care for the rapid expansion of business to which we are looking forward.

A. D. Myers.

Interested

An undersized Italian was married to a strapping German woman. Recently he received a blackhand letter which read. "If you don't give $1,000 to our messenger, who will call Sunday for it, we will kidnap your wife."

He replied promptly: "I don't have the $1,000, but your proposition interests me greatly."

Co-op Sales Grow

Sales of the Cooperative Central Exchange, the wholesale department of cooperatives in Wisconsin, Michigan and Minnesota, were 25 per cent higher the first nine months of 1928 than the same period of 1927, amounting to $1,144,370, according to Federated Press.

Sales for the first nine months of 1928 of the Waukegan (Ill.) Cooperative Trading Company were $498,988, representing an increase of $68,217 over the first nine months of 1927. Sales of the Cloquet Cooperative Co., Minnesota's largest co-op, for the first six months of 1928 were $267,149, an increase of 10 per cent over the same period of 1927.

WEALTH CONCENTRATES IN HANDS OF FEW

That industrial control is concentrating more and more in the hands of a few super-corporations is shown in the report of the U. S. Commissioner of Internal Revenue covering corporate net income in 1926. More than half the net income of the country's 258,134 corporations operating at a profit, went to 1.097 giant concerns with more than $1,000,000 apiece in profits.

Willing

The prosecuting attorney had encountered a rather difficult witness. At length, exasperated by the man's evasive answers, he asked him whether he was acquainted with any of the jury.

"Yes, sir," replied the witness, "more than half of them."

"Are you willing to swear that you know more than half of them?" demanded the man of law.

The other thought quickly. "If it comes to that," he replied, "I am willing to swear that I know more than all of them put together."

The rudest sort of cooperative society, the lowest tribe and the feeblest government, is so much stronger than isolated man that isolated man (if he ever existed in any shape which could be called man), might very easily have ceased to exist. The first principle . . . . is that man can only make progress in cooperative groups. Walter Bagshot.

BUSINESS COUNCIL NOTES

Regular Meeting, December 7, 1928

Minutes of previous meeting corrected and approved.

The first order of business was a discussion of the question concerning Christmas and New Year's vacation. It was found impossible to come to a conclusion about this matter as it was too early to tell how orders would come in to us in the meantime and during the period under discussion; as a result, the question was postponed until the next council meeting. However, several members of council expressed themselves as disapproving of the suggestion of closing the plant down from the Friday before Christmas until the Wednesday after New Year's. They believed it would be too expensive to follow this course.

Arlie Myers reported to Council that an accident had happened in the plant two days ago.

One of our employees, whilst working, accidentally dropped a board on the top of Dorothy Herzog's automobile, whilst it was parked in the pulp house; this damaged the roof of the car. After a very long discussion it was agreed that the company should meet the expense of having the car repaired, but that in future employees should park their cars on the premises of the company at their own risk.

The following motion was made as a result of this discussion: "That the Columbia Conserve Company should stand the expense of repairing Dorothy Herzog's car, but that from now on, every one would park his or her car at his or her own risk.

Meeting adjourned.

Regular Meeting, December 14, 1928

At the previous meeting it was voted to pay for the damage done to Dorothy Herzog's automobile, and it was voted that the company would not assume the same obligation in future, if and when an automobile was damaged under similar circumstances. Council instructed the Mechanical Department to place notices warning employees of this fact. At this meeting opinion seemed to be directed towards thinking that such generosity in the case of one employee (as in the case of Dorothy Herzog), and no promise of it in the case of others was unwise. There were expressions of doubt as to the legality of placing signs around the plant warning individuals as to their own responsibility in parking cars on the premises of the company.

With reference to the latter matter Mr. Herner was asked to make inquiry from out attorney.

The next order of business was the question of closing the plant down for Christmas and New Year's. It was suggested by several members to close from December 21st to January 2nd. Council decided to have two holiday periods, one extending from December 21st to December 26th, and the other from December 28th to January 2nd.

The next order of business was the discussion of relief for the Bicknell miners who had been unemployed for almost two years. The situation in that area was spoken of as being very acute, and it was reported that a council of Indianapolis citizens had been called together to do whatever they could to assist the miners and their families. It was agreed to that any goods which we might have, and which we could not sell at our regular price, be sent to Bicknell as a contribution to assist in helping to relieve the suffering there.

Mr. Hapgood made a statement that he thought there will be an increase in the volume of our business in 1929 of. at least 50 per cent over that of 1928. This statement led us to a discussion of the forthcoming sales meeting when plans would be discussed for our 1929 pack. In view of the fact that the salesmen would be in at the beginning of the next week, it was suggested that we hold a meeting of council on Monday night.

Mr. Herner was instructed to get hold of figures on costs and other related matters in readiness for next Council and which would assist the salesmen in their own thinking. It was also pointed out that Mr. Herner might be able to get figures which would assist us materially in estimating our appropriation for 1929.

It was agreed that we hold a council meeting on Monday night.

Regular Meeting, December 17, 1928

Minutes of the previous meeting read and approved.

The first order of business was a report from the sales department with reference to their estimate of what our business is likely to be in 1929. The committee's recommendation was that we pack 200,000 cases No. 1's and 30,000 cases of No. 10's tomato soup during the pack of 1929. The department explained to Council the process of its thinking which explained the above figures. The chief factors in urging them to the increased estimate were:

(1) The changed attitude of the jobbers toward Private Label soup.

(2) The market conditions as it affected tomato soup and the quality of our present supply.

(3) The tendency on the part of wholesale grocers towards discontinuing business with Campbell.

(4) The particularly strong position of the canned goods market in general.

(5) Lower prices and better terms.

(6) Our contracts with organizations of wholesale grocers such as Red & White, Plee-Zing and Clover Farm National Stores.

(7) The sales assistance which we have been able to offer our jobbers during the year.

Of the above factors the sales department believed the most important to be the lower prices we offered on tomato soup which is likely to prove very attractive to the wholesale jobber. The attitude of the majority of jobbers is changing quickly and they are gaining a growing appreciation of the importance to them of packing under their own labels. The fact that Campbell had made short deliveries on tomato soup last year and that the quality of the soup delivered was very poor also tended to help us. The salesmen report that very many of our customers were giving up the sale of Campbell's soups and in some markets as high as 50 per cent of the retail grocers had discontinued handling Campbell's entirely.

The market on all canned goods is very good and the demand for all kinds of canned food stuffs is strong.

The prices recommended to Council by the sales department were lower than last year, although the terms offered last year proved very successful in obtaining business.

Mr. Hapgood explained in detail about the three organizations embracing very many of our jobbers and engaged in improving the position of the jobber members of such organizations. He felt that these organizations would increase rapidly during the next few years and that it was highly desirable that we should maintain a cooperative relationship with them which would be mutually helpful.

Plans are being made to complete the work of assisting jobber salesmen in the selling of soup under jobbers' label because it is believed that many of these jobbers are now able, or almost able, to stand on their own feet. The sales department felt that this type of work, although rather costly to perform, had proved to be very beneficial and helpful. Howard Herner presented figures as to the cost of packing 200,000 cases of No. 1 and 30,000 No. 10 tomato soup in 1929. After discussion of these figures it was decided to prepare further figures and other data for consideration at our meeting Wednesday night. The recommendation of the sales department to pack 200,000 cases of No. 1 and 30,000 cases of No. 10 tomato soup during the pack of 1929 was carried unanimously. It was agreed to have a special Council meeting on Wednesday night.

Meeting adjourned.

Special Meeting, December 19, 1928

Minutes of the previous meeting read, corrected and approved.

The first matter of business to be discussed was Mr. Herner's report bearing upon the cost of financing the pack of 1929 based upon the estimate of the sales department. Albert Hines stated that it would require at least 175 people to pack 6,000 cases a day of No. 1's working on an average of ten hours a day during the peak load.

The recommendation of the sales department with reference to 1929 future prices was as follows:

That during January the price on future orders for No. 1 tomato soup be 60c per dozen and on No. 10's $4.70 a dozen. On and after the first of February the prices advance to 62½c on No. 1's and $4.85 on No. 10's. The matter of prices to be discussed further at the end of February. There was a fairly lengthy discussion concerning this recommendation but ultimately it was agreed to that the sales department's recommendation be accepted. The department recommended further that we make no provision for the packing of condensed tomatoes during the year of 1929 and that the price on our present stock be advanced from 72½c to 75c per dozen. This was carried.

Meeting adjourned.

Regular Meeting, December 28, 1928

Minutes of the previous meeting read and approved.

The return of Claude Pennington brought to the attention of Council the question of whether we should pay an employee two weeks' salary in advance

after he has once left our employ and then returned to us again—if and when he leaves the second time. It was found very difficult to formulate a general rule which would apply uniformly to all cases, and finally Council agreed that every case where a second payment of two weeks in advance be involved, must be brought to Council before the bookkeeping department is authorized to make payment.

Jack Evans reported that the company had had several requests for pictures both of the interior and the exterior of the plant to accompany articles for various magazines. On account of the fact that we had no such pictures on hand such requests as had come had either been refused or held in abeyance until Council decided upon the matter. On account of the fact that we need and desire some publicity both as regards our technical performance and our mode of running the plant, it was decided to appropriate $100.00 for the purpose of taking whatever pictures were necessary and Jack Evans was instructed to superintend this work with the assistance of anyone he cared to consult.

It was decided that the first matter for attention at our next meeting on January 11th should be the matter of appropriations for salaries.

Meeting adjourned.

What Happens to the Jobless?

"If one man now does the work of two, what happens to that other man?" asked Julius H. Klein of the U. S. Department of Commerce in a radio talk last month. "Is it any consolation to him that his place has been taken by a clattering, soulless but highly efficient robot whose daily fodder is merely a few ounces of oil or throbs of electricity?" Klein stated that American factories have decreased their employes by more than 900,000 since 1920 and that 240,000 railroad men have been laid off in the same time.

Liberty is indeed doing as one pleases; but all hope for a democratic way of life arises from the fact that through proper training men may actually more and more please to share their joys with one another in friendly intercourse. This is the meaning of the supreme emphasis that democracies put upon education.

T. V. Smith.

And Ain't "Nobody Home"

A mountain school teacher corrected a boy who said, "I ain't gwine thar."

"That's no way to talk. Listen:

"I am not going there; thou art not going there; he is not going there; we are not going there; you are not going there; they are not going there. Do you get the idea?"

"Yessur. They ain't nobody gwine!"

Mistook the Action

It was the dear old lady's first ride in a taxi and she watched with growing alarm as the driver continually put his hand outside the car as a signal to the traffic following. At last she became erasperated.

"Young man," she said, "you look after that car of yours and watch where you're driving. I'll tell you when it starts raining."

Publication of a daily newspaper on behalf of the cooperative movement is being considered in England. An article in The Cooperative News states: "We have the reading public, we have the means of distribution, we have the capital available, we have brains in the movement in plenty. What is needed is a great mobilization of all these forces for the common good so that cooperation may bring in the golden era its pioneers conceived."

To Tom, who had been cutting up, his mother exclaimed, wearily: "Why can't you be a good boy?"

"Well, mother, I'll be good for a nickel."

Mother: "For shame, you ought to be like your father, good for nothing."—The Open Road.

A traveling salesman held up in Orkney by a storm wired to his firm in Aberdeen, Scotland, "Marooned by storm. Wire instructions."

They replied, "Start summer holidays as from yesterday."

"He says he is in close touch with the heads of many organizations."

"Yes, he's a barber!"—Selected.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

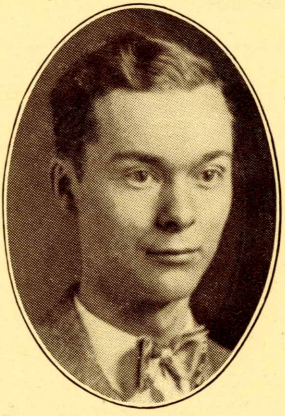
THRU

CO-OPERATION — COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 3 FEBRUARY, 1929 No. 1

Second Anniversary Edition



MR. LEO ZIKE
Assistant Foreman of Kitchen of
The Columbia Conserve Company

Second Anniversary Edition

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INDIANAPOLIS

One single shaft of light,
One suggestion,
Can transform a man's whole life!
The most startling thing in the
whole universe is the change one
idea can make when it reaches
the inside of a man's head!

—Elbert Hubbard.

THE COLUMBIA CAULDRON

Published Monthly

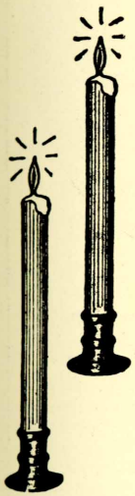
BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

ANOTHER BIRTHDAY



The Cauldron is celebrating its second anniversary this month and the editor has asked for comments on this occasion.

Perhaps it would be as well to indulge in a little retrospection and then see how we have fared during these first years in living up to our goal!

Before the days when we had a plant paper I was one of those strongly in favor of having this kind of organ to help keep the Columbia family, and its friends, informed as to its affairs. There were other functions for it to fill, which were dual in nature, and many possibilities for doing good within the pages of our dreamed-of, hoped-for magazine it seemed. After the preliminary steps of selling the idea to Council and gaining its consent for a trial period of a year (and the necessary appropriation of money to carry this through) the task of organizing the paper began.

A general notion of the aim of the magazine was outlined through the Education Committee and was somewhat as follows:

A. To keep our readers informed as to Council activities through the publishing of Council minutes.

B. Worthwhile editorials on subjects of current interest.

C. To encourage individuals to contribute articles, which would be a means of education to them in the art of written expression of ideas, and a source of enlivened personal interest and help to others.

D. To include articles informing us about other social experiments and the doings of other people in the field of Human Relations.

E. The inclusion of a leaven of humor to aid in the digestion of the heavier literary food.

F. The use of pointed paragraphical statements of wisdom—the pearls of great price from the pens of recognized master minds.

G. Business news of general interest.

H. Good poetry—to utilize the inside covers and provide an æsthetic salad.

I. Book reviews, especially to give us information about books written regarding Human Relations.

J. The inclusion of comments of constructive criticism.

Of course, the use of the present name, slogan and cover design are the result of contributions of ideas from two individuals; one a plant member, the other an interested artist friend.

The use of pictures of members of the Columbia family as the monthly cover page feature has proved interesting. (Note: This collection of art is sometimes facetiously referred to as "The Rogue's Gallery"—and month by month it grows more imposing.)

As one individual I have enjoyed watching the growth of this infant prodigy paper of ours. It seems to me that the general aim has been kept in mind and improved upon, and "The Cauldron" is constantly being a source of inspiration and information. I know I look forward to each issue with anticipation and find myself greatly benefitted by facts which are found within it. I find it especially helpful to have the Council minutes available for reference.

Now, there is one thing I have commented on before through the pages of this magazine and which is one of the things I would like very much to have improved upon! We considered the use of constructive criticism a vital need and reserved space for its use when the early planning of the functions of the paper was in progress. In these first two years we have had very little of it. Oh, yes! The editor has received many nice and encouraging comments about us—and that is all very fine and helpful, but I have a feeling that we have a good many readers who could contribute a lot

by giving us the benefit of their comments and criticisms.

To those readers whom I happen to know personally, and to those many others I do not have the pleasure of having seen (but some of whom are known through the printed page) I address this plea:

"Please give us the benefit of *your* thoughts regarding us and our doings—especially your *constructive criticisms*—and in this manner help us to grow!

Take a look at our slogan and consider yourselves at least ex-officio members of our family to whom this is equally applicable—for that's the way *we* consider you. And if you want to do the editor a favor (and all the rest of us as well), I'm sure you couldn't find a nicer way to do it than by 'cashing in' on this suggestion."

With an expression of thanks for what the "lusty two-year-old Cauldron" has accomplished to date and with sincere good wishes for its continued improvement and further usefulness—an interested reader.

H. Dorothea Nord-Holt.

NORTHERN ONTARIO HAS SUCCESSFUL STORES

Rapid progress by the cooperative movement in Canada is reported in the "Cooperative Pyramid Builder," which cites the growth of the Workers Cooperative of New Ontario, Timmins, Ont., and other cooperatives in Northern Ontario. Although only two years old, the Workers' Cooperative has become one of the leading stores, with sales this year passing the $400,000 mark. It has been instrumental in putting the company stores in Timmins out of business, the company itself having mentioned the "cooperative societies formed by employes," as one of the reasons for closing its stores. The Timmins Cooperative has a successful branch store at South Porcupine, Ont., and has also decided to open a branch store at Kirkland Lake, Ont.

Another budding cooperative is the International Cooperative Trading Company at Port Arthur, Ont., with a branch store at Fort William, Ont. Although not yet quite two years old, this cooperative has reached sales of about $25,000 a month.

"Life's most beautiful thots are conveyed to us without words."

OBITUARY

MRS. BELLE DAVENPORT

It goes without saying that all members of the Columbia feel a deep sense of loss and grief in the passing of one of the oldest and most esteemed of its members. The death of Mrs. Belle Davenport came at the end of a long and painful illness. She bore herself through months of pain and anguish with rare fortitude and exceeding grace. Throughout her long illness her thoughts were continuously with her old associates at the Columbia and, it is equally true to say that, during the same time many of us felt for and thought a great deal of her. One of her last requests was that her pallbearers should be chosen from among our members, a fact which shows what real affection she felt for all of us. Mrs. Belle Davenport's death means that our organization has lost one of its oldest and best workers and certainly one of its most loyal members.

THANKS!

We are in receipt of the following letter. It speaks for itself and we appreciate it very much.

"February 11, 1929.

The Columbia Conserve Co.

Friends:

Words cannot express the deep gratitude and appreciation we hold for the Columbia Conserve Co., for the splendid way in which they cared for our mother and grandmother in the last months of her long and serious illness.

We also wish to thank each and every one of the employees who so kindly assisted in every way possible for the comfort of Mrs. Davenport.

The Columbia Conserve Co., and her employes will never be forgotten by

Mrs. Stanley and Family."

LETTER OF APPRECIATION

DEPARTMENT OF LABOR
OFFICE OF THE SECRETARY
WASHINGTON
219 E. Ohio St.,
January 29, 1929.

Miss Stella Franz,

Columbia Conserve Company,
Indianapolis, Indiana.

Dear Madam:

I wish to extend to the management and the employees of the Columbia Conserve Company my very great appreciation for the generous donations that the Columbia Conserve Company made to the people of Bicknell, Indiana.

This contribution went a great way to relieve the distress among the families of the miners who had not been employed for a period of more than twenty-two months.

Your splendid soups were used to feed the children in these families and did much to diversify the rations that they were receiving from the commissary. Your generosity was appreciated by these people, as they personally told me how thankful they were to your firm for its timely aid.

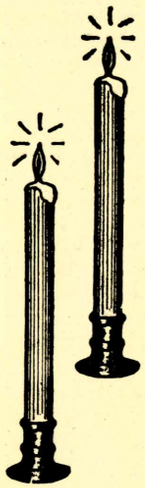
Again personally expressing my thanks, I am,

Very respectfully yours,
HARRY B. DYNES,
Commissioner of Conciliation.

The above is a copy of letter received by Miss Franz from one of the U. S. Dept. of Labor Commissioners. Readers will readily see that the writer is singularly grateful to us for our gift of three hundred and fifty cases of soup sent to the Bicknell miners last Christmas. We appreciate this appreciation.

Editor.

EDITORIAL



We may be permitted on the occasion of the second anniversary of the birth of our house organ to revert to a familiar theme, venturing to do so because we believe in its importance and in the fact that it cannot be over-emphasized.

The Cauldron has become a very necessary part of our whole experiment, for it is now widely known and appreciated. It is our chief means of interpreting ourselves to people outside our group, and we have moved fairly well along the line of making it the medium for the expression of opinion within the group. In this latter connection we have much progress to make, but our past experience leads us to entertain considerable hope for the future.

Figures are not entertaining to many people, but it ought to interest our readers to know that we print some three hundred and fifty copies of the Cauldron every month, and after distributing a hundred and twenty or so to ourselves, we mail the others to every corner of the United States and to many foreign countries.

Among those who receive our house organ are business men, lawyers, teachers, labor leaders, college and university professors and ministers of the gospel. From these, and others, we receive many expressions of opinion, all of them unsolicited, and invariably containing much praise with occasional suggestions designed to improve our efforts. Our readers are gaining a real understanding of our experiment and it seems that our views upon industry and society are being accepted upon an ever-widening scale.

Some of our readers are enthusiastically for us; others are skeptical, but all are forced to recognize our material and financial success. Our business acquaintances sometimes express doubt as to the cause of our growth and development, particularly in view of the fact that we operate in the field of one of the most difficult of all industries. Many of them would like to find an explanation for our

success other than the form of self-government which we practice. They find it hard to give or to offer such an explanation, for all the facts indicate that our unique practices and general plan constitute the greatest single factor making for our progress and development.

Other friends we have who are quite satisfied with our achievement, and who feel quite certain that our present position is due entirely to our democratic plan. Among these people there is a fairly large number whose only concern is with the question of what we shall do with our success as the years go by.

This body is, generally speaking, a very enlightened one and one which is deeply interested in social problems and in individual's and group's attitudes toward such problems.

They look upon us not as a group of extraordinary capable men and women but rather as a group of average human beings following a way of life and work of which they approve.

Their concern is that we should not be deluded into regarding ourselves as supermen and thus arrogate to ourselves the position that we are entitled to all the blessings which the accidental circumstance of being Columbiaites might offer us.

They want our experiment to have meaning and significance for all men and women. They want it to point the way to a fuller and happier life not only for those of us within the Columbia organization but for those outside it.

It is fair to state that we must assure as good a life as is reasonable and necessary to ourselves to begin with, but if we fail to recognize what is *reasonable* and *desirable* because of greed or blindness, then we shall make a fatal error and in subtle ways we shall cease to be the vital spark in the industrial world which we are today. If we over-estimate our own importance as individuals we shall almost certainly forget our social duties. The one thing we should remember above all other things is that the Columbia is what it is because of the kind of democratic organization we have and the many and varied customs and practices which arise from that fact.

As individuals we can make our contribution and it should always be the very best we can do with both mind and body. We must, however, not fail to recognize that at the Columbia to do one's best is easy because one knows that that means to better one's own and the group's well being.

We are often tempted to think that we are not fairly treated by our associates; we sometimes fret because we feel that we are entitled to more than we are getting. Sometimes one or the other of us is justified in uttering complaint but none of us should allow such cause to embitter his spirit or affect his loyalty.

As an antidote for moments and moods when we labor under the belief that we are not getting all we are entitled to, a few minutes devoted to thinking what might have been our lot if we had not joined the Columbia ought to prove helpful.

We all have to begin by recognizing that it was fortuitous circumstance or accident which brought us into the organization—whether we came in days long ago when the Columbia was like any other business organization—or more recently—since the advent of the present democratic regime.

And again it was an accident that first brought democracy to us, for it is self-evident that if the organization had had Henry Ford for its president then, there would have been no such mode of government as we now have.

It would help some of us to appreciate what the Columbia, with all its faults, means to us if we compare ourselves with one or two people who live near us or with men of today who played with us as boys when we were boys. It is a safe guess that such an exercise would show us that we are all in a comparatively happy situation and that though that situation is not ideal it is one that could be infinitely worse. We should not rest content with things as they are for ourselves, but that we are not likely to do, nor should we rest content with things as they are for others, and that is something more difficult to reach and easier to forget.

Our socially minded friends, the men and women of vision who cast sympathetic eyes upon us, are only fearful that we shall become wrapped up in ourselves and forget the great world in which we move.

To allay that fear we have a duty to perform now—the duty of cultivating a sense of social solidarity with all those engaged in the daily struggle for bread—a duty of learning that we cannot save ourselves for all time unless we help to save others, too.

Our work must be scientific and accurate, productive and efficient, but it must be permeated throughout with a warm-hearted affection for our fellows, with a sensitiveness to their pains and suffering, their needs and desires and with a generosity towards all and malice towards none.

The following is an extract from the London Weekly newspaper, "The New Leader."

We reproduce it here that our readers may know that in many parts of the world, including America, there is a growing revolt against the institution of unearned income and the consequent waste and extravagance in modes of living. Some day a young Earl or Marquis or maybe a rubber king or oil magnate will tell us the full tale of the boredom of being rich.

RICH SOCIALISTS AND UNEARNED INCOMES

"Viscount Ennismore, the 22-year-old son of the Earl of Listowel, is an earnest young Socialist who is seeking to apply his idealism to his personal life.

Recently he decided to give up his title and asked his friends to call him Mr. W. F. Hare. Now he has decided to surrender unearned income and renounce his fortune. He proposes to live on $20.00 a week whilst studying in London for a philosophy degree. Apparently he has discovered others who share his views, for he has founded a friendly society, to be known as Neighbours, Ltd., to enable wealthy people to The weekly incomes of the members will devote their fortunes to social purposes. be limited to $20.00 for single men or women, $30.00 for married men and $2.00 for each dependent child. The problem which Mr. Hare is facing is a very real one for many rich Socialists, and we shall watch his experiment with interest. May we suggest to him and his friends that the best expenditures of unearned incomes which they feel Capitalism has wrongfully provided would be to devote it to Socialistic propaganda and organization."

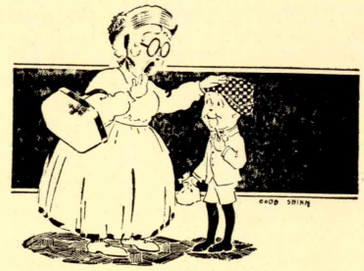
Outwitted

He drew a circle that shut me out—
Heretic, rebel, a thing to flout.
But Love had the wit to win;
We drew a circle that took him in.

Edwin Markham.

New Boarder: "When I left my last boarding place the landlady wept."

Landlady: "Well, I won't. I always collect in advance."



Etiquet

"Now, Frank," asked his teacher, "if you were seated in a trolley car, every seat of which was occupied, and a lady entered, what would you do?"

"Pretend I was asleep!"

MANUFACTURING COSTS

Manufacturing costs are very essential to any organization. It is a way in which both the manufacturer and the consumer profit. The manufacturer, by having accurate costs on his products, can meet with competition by selling his products at a reasonable profit, while the consumer gains by the low prices.

The cost department at the Columbia has many difficulties. One is the kind of work we do, which is the canning of food products, mainly soups and chili con carne. Another difficulty is the fact that most of the employees are paid straight salaries and must be added to the costs even though they are absent from work.

For many years we did not know the manufacturing costs of our various items. The costs were estimated by the heads of the departments.

A few years ago the keeping of costs was started by one of our employees, who was interested in this work. Since then costs have been kept daily and we have been trying to work out a system that will fit into our organization. At present the time spent on a certain item is kept for one day and the cost is figured on the daily production of that item. We hope that a unit cost system will be established soon.

C. Myers and L. Steele.

An Officers' Privilege

Sergeant (to recruit wandering about at the will of his horse): "'Ere you! What are you doin' there, ridin' up and down like a general?"

THOUGHTS FROM A FRIEND

"Ah, but a man's reach should exceed his grasp,
Or what's a Heaven for?"

It is very gratifying to find, in a desert of capitalism, an oasis like the Columbia Conserve Company, and to read of its achievements, the steady advance it is making towards complete co-operation, towards complete democratic control, and gradually towards a fairer distribution of the profits of the industry.

But it is just here that each member should pause and take stock of his and her position and think, "Where am I going? What is my aim as an individual?" It is easy to find satisfaction, as a member of the group, in the progress, financial and social, of the group as a whole; it is more difficult to find satisfaction in one's progress as an individual, and sometimes we do not even seek that satisfaction, or not having it, we vaguely wonder what is wrong.

Now it may be, just at this moment, that many of the members of the Columbia Conserve Company are congratulating themselves upon the fact that they are achieving economic security. They may be comparing themselves favorably with men and women that they know, working in other factories, and they may be feeling a great satisfaction in their greater income, in their yearly gaining of stock, in the payment of their medical bills and in the other pecuniary advantages they enjoy as members of this company.

But having attained this security, they should not be content with that alone. Their clothes, their food, their homes and all the things they need to buy with the money that they earn, should be merely a background. These things should all be good: clothes should be comfortable and to a certain extent give pleasure; food should be wholesome and palatable; homes should be happy and comfortable. But these things should be merely a background, giving workers health, vigor and inspiration for their functioning in their places in the world.

Freed, more and more, from the burden of seeking the means of living, the members of the Columbia Conserve Company should be turning their thoughts to self-improvement in education and in character, and the younger members in particular, the probable parents of a future generation, should give a certain amount of time to a serious consideration of this aim. Material things are given to them, but those things are worth little without conduct, character and the desire and power to achieve.

So, young members of the Columbia, look up; measure yourselves by the side of your fellows, both in the plant and outside, not only in terms of salary, income and stock, but in the higher and more important things of life.

Anon.

THE REAL MAN

A real man never talks about what the world owes him, the happiness he deserves, and the chances he ought by right to have, and all that.

A real man is just as honest in the dark in his own room as he is in public.

A real man does not want pulls and favors. He wants work and honest wages.

A real man does not want something for nothing, so the get-rich-quick people can not use him.

A real man does a little more than he promises.

A real man is loyal to his friends and guards their reputation as his own.

A real man minds his own business. He does not judge other persons beyond sure knowledge not presuming to "search hearts."

A real man has excuses for others, never for himself. He is patient and charitable to others; to himself he is strict.

A real man does not hunt danger, but never dodges it when he ought to meet it.

A real man is glad to live and not afraid to die.

Technical Difference

Judge: "I cannot conceive a meaner, more cowardly act than yours. You have left your wife. Do you realize that you are a deserter?"

Sam: "Judge, if you knew dat lady as well as Ah does you wouldn't call me no deserter. Judge, Ise a refugee."

Nothing is needed but collective effort —our poverty, our restraints, our infections and indigestions, our quarrels and misunderstandings, are all things controllable and removable by concerted human action.—H. G. Wells.

CO-OPS FIND STRENGTH IN UNION

How consistent planning and united efforts may aid struggling local co-operatives is indicated by the history of the Cooperative Central Exchange of Superior, Wis. The magazine "Cooperation" for January tells the following story of the building up of a strong movement in the northern states:

"Eleven years ago there were a number of isolated cooperative stores in the district," it says. "They were financially weak. They were operated inefficiently. They were in most cases in the hands of incompetent managers. The lack of knowledge about cooperative principles was pitiable. Each store tried singly to work out its own problems.

"The most progressive stores realized that in unity there is strength. They formed their own central organization.

"Now the Cooperative Central Exchange is a group of about 100 stores that are operated more economically than the competing private stores. It has hundreds of trained executives, clerks and bookkeepers who are not only technicians but cooperators. It has directors who can really direct the affairs of their society. It has a membership of about 20,000 whose loyalty to their own stores is due to cooperative knowledge. Through its auditing department, it has absolute control over the societies. It expends thousands of dollars annually for cooperative education. It has a cooperative wholesale with sales over $1,500,000 in 1928."

A Cooperative Island

A whole island has been recently purchased by the big "Produktion" Cooperative Society of Hamburg, Germany. The island is called Billerhude and lies in the River Bille, near Hamburg. It occupies about 750 acres, and when present plans are completed will house all the productive and distributive activities of the society. It will also have houses for a population of about 2,000 members, employees and their families.

Paintings and fightings are best seen at a distance.—Franklin.

A Nation-Wide Seven-Hour Day

Introduction of the 7-hour day in Soviet Russia, which was decided on about a year ago, has made some progress according to recent reports. In the fiscal year 1927-1928 preparatory arrangements were made, and 24 textile undertakings employing about 100,000 people have already adopted the 7-hour day. The shorter work-day has resulted in the employment of 20,000 additional workers in these establishments. In the current year 208 undertakings, employing 234,325 workers, are listed to introduce the 7-hour day; and the shorter day is to be extended throughout all industry eventually.

Child Labor Is Still With Us

Child Labor Day was observed for the twenty-second time on January 26, 27 and 28. While some of the worst evils of child labor have been eliminated by the state legislatures, nevertheless there is still a lot of hard work ahead for all those who are interested in child welfare. And nothing short of federal legislation will remove the blot of child exploitation from the country.

Dr. Alice Hamilton, associate professor of industrial medicine at Harvard University, recently stressed the point that it is not the robust children of the well-to-do, who have had abundant food and medical and dental care, that go to the mills and factories. It is the least fitted for the strain—the under-nourished children of the poor, from families where there never was enough milk, butter, eggs or meat to go around, and where medical care was unknown. These are the children that go to the mill to be further drained of their vitality.

Mill children are not only under-nourished, under-paid and over-worked, but they are deprived of the opportunity to get an education which would give them a fair chance in later life with those who have had better fortune. They are stunted both physically and mentally, and are exposed to moral hazards that school children escape. For certainly the school room atmosphere is on a higher moral plane than that of the sweat shop. When these children grow up and realize their handicap, they are forever embittered toward the social system which permitted their shameful exploitation.

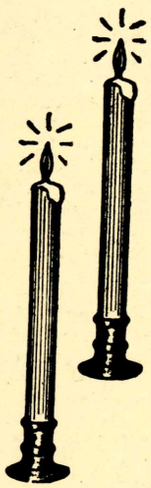
Obedience

"I've been playing baseball, mamma."

"What? I told you to clean the rugs."

"No. You told me to hang the rug on the line and then beat it."—Ski-u-Mah.

TO THE READERS



The latter part of January I wrote each one of our preferred stockholders as follows:

"I am enclosing three statements as follows:

1. Our financial conditions as of December 31, 1928.

2. Our operating profits for the last six months of 1928, which represents also the first six months of our fiscal year.

3. The distribution of our surplus.

Heretofore during the first six months of the year we have operated at a loss because of relatively small shipments. In order to show a profit each month, shipments of at least $60,000 are required. It appears now that we shall average that much or more for each of the present six months, in which case we shall have a considerable surplus left on June 30th after paying dividends on both preferred and common stock for our fiscal year which ends at that time.

Prospects for fall shipments of tomato soup are very much better than they were a year ago. It appears certain that our sales of tomato soup for fall delivery will be more than double those of 1928, and it is very probable that they will be three times as great.

To take care of the very large increase in our fall business we shall need to invest about $20,000 in machinery, and it will take additional capital to finance increased sales. We have no bank debt now, and we shall not need to borrow until we begin to pack non-tomato products heavily for August shipments. Such loans will be paid during September. We expect to be able to finance our September and October shipments from our August cash receipts. However, we should sell more preferred stock, not only to finance the additional machinery I have referred to, but to reduce our borrowings from the bank for August shipments.

I hope that you may be able to interest some of your friends in buying our preferred stock. It seems to me an unusually safe investment."

Events of the last month check with two statements I made in that letter as follows:

1. Our sale of tomato soup for fall delivery amount to 148,360 cases, as compared with 53,620 cases at the end of July, 1928. We have now withdrawn tomato soup for future delivery, and will not relist until we begin to pack next fall, and are sure that we shall have a surplus when all future orders have been taken care of.

2. Our shipments for January, 1929, were $91,885.07. I am confident shipments for the next five months will show a very large gain over the same period in 1928, and that we shall complete our fiscal year ending June 30, 1929, with a very substantial profit. One of our chief problems now is financing, and I am hopeful that readers of the Cauldron may be able to help us sell more preferred stock.

Some of you, doubtless, are acquainted with men of considerable means who are interested in social problems. If you will explain our labor policies to such friends they may decide to help us by investing in our preferred stock if, upon investigating our results, they decide we are capable.

If you have any friends to whom you wish me to write about investments with us I shall be glad to do so on receipt of information from you.

Sincerely yours,

WM. P. HAPGOOD, President.

A Grave Predicament

The prodigal returned very late.

"Where have you been?" asked the indignant wife.

After a moment's reflection, he ventured, "The cemetery."

"Good gracious," remarked his spouse, "who's dead?"

"The whole bally lot of 'em," replied her husband, cheerfully.

The Absent Minded Husband

"Me 'usband's getting terrible absent-minded, Mrs. Grub."

"You don't say so, Mrs. Fish?"

"Yes. This mornin' when he went out to work he banged me and kissed the door."

COOPERATION

Whenever I think of the Columbia Conserve Company there is associated with it in my mind the idea of cooperation. That is not difficult to explain because one hears so very much of cooperation in and about the Columbia. To anyone who has power to observe it is clear that such a place as the Columbia could not possibly exist unless there were a high degree of cooperation among its members. Cooperation is not easy to understand or define but one sees it on all hands.

The great Russian philosopher, Prince Kropotkin, in his remarkable book, "Mutual Aid," gives us some very notable examples and, very many such, of what cooperation and mutual aid means among the lower animals. The fact that such mutual assistance exists proves that the idea of cooperation in all its forms is not peculiar to man but is in fact, a part of the laws of nature.

It is true to state that mutual aid is practical only within certain groups and usually only because the group seeks its own survival. Cooperation between men is different from that among animals. Perhaps the most outstanding examples of cooperation can be seen in the life of the bees. In this connection one may read a charming book written by Maurice Maeterlink, entitled, "The Life of the Bees." In this one may discover by following the author's beautiful language and keen perception what a highly cooperative and complex unit is a bee hive. It has within it three classes of bees; first, the queen bee; second, the drones and lastly the workers. The physical make-up of each class is adapted to the special functions which that class performs. The work itself is subdivided among the bees so that care is taken of all duties and tasks. The queen's one and only duty is to reproduce her kind and she is reared and maintained only for that end. The drones do no work and live a parasitic life enjoying sustenance because of the industry of other bees.

After the nuptial flight and when the food supply begins to get low the drones are killed off. These drones show us that in the world of nature there is much extravagance if not incompetency. Hundreds of drones have to be reared within a hive so that nature may be sure to have one who will have the necessary qualifications for a bridegroom. The working bees are the most important of all and upon them falls all the work of managing the hive and producing honey, etc., but they have nothing to do with reproducing species. The workers gather the pollen and nectar from flowers which they turn into honey, they make the wax and build the hives, and keep them clean. They take care of the young and rear them and it is their lot to do anything that remains undone. Of course there are different kinds of bees but those that I have described are the typical bees and are the ones with which most of us are familiar. The hives of a bee may be compared to a highly cooperative colony with a special place for each member within the group. When certain members of the group have no longer a service to perform and become parasitical upon the group as in the case of the drones they are destroyed.

It may now be interesting to see how nature's scheme of mutual aid compares with that of man or to ask ourselves how does man fit into this cooperative scheme of nature.

We are told that man in his most primitive stages has and does practice mutual aid to a larger degree than the more civilized people do. The further we go up the scale the more obvious it is that man becomes more and more concerned only with himself and his immediate group. But still one realizes that cooperation is practiced among all civilized people otherwise it would be quite impossible for us to live in this highly industrialized and mechanized world. The question still remains; "What is the difference between cooperation as practiced by man and that practiced by animals?" To me it resolves itself to this one thing: man wills and therefore does, the lower animals are urged only by impulse and instinct.

They follow a certain predestined course and if they are endowed with a cooperative instinct they follow that course for they have no power to do otherwise as they fulfill functions which nature has outlined for them. Nature is wasteful, as exemplified in the case of thousands and millions of drones that die so that a few active bees may be assured of survival. Again we know that of the millions of seeds of various plants that are given birth to every year only a few result in blossom, bush and tree. If every seed produced a plant there would be no room for anything else on this earth. It is man's duty because of special ability born of reason and intellect to be cooperative without either being wateful or destructive. Man's intel-

ligence enables him to control nature and to apply the gifts of nature to meet his own ends.

As yet the degree of cooperation which man acknowledges and understands seems to have been forced upon him by virtue of necessity· that same necessity grows every day and so does the pressure which it exerts and with this grows man's appreciation of the need for more and more cooperation with his fellows. The Columbia Conserve Company is one example of an attempt by a group to apply consciously the cooperative technique and the cooperative spirit to human, social and industrial life. We all can learn from nature of the benefits that accrue from mutual assistance. We may also learn of ways of doing things that benefit all and we can certainly learn of many ways of not doing things because of waste and unnecessary cost.

P. S.

"He was a man who had indeed suffered much," says a country paper, in a short obituary notice; "he had been a subscriber to this paper since its first number."

"I suppose you and your husband are out a good deal now you've got a car?"

"Oh, yes—hundreds of dollars."

REPORT OF HUMAN RELATIONS COUNCIL MEETINGS

Special Meeting H. R. C., 1:00 P. M., January 2, 1929

The meeting was called because an emergency had developed needing immediate action upon the recommendation of the Stock Committee that the company purchase preferred stock to the amount of $212.00 held by Albert Armstrong. This was occasioned by the necessity of an operation for appendicitis by Mrs. Armstrong, and the fact that Albert had to have assurance of cash for hospital bills at once to satisfy hospital authorities. It was taken as the sense of the meeting that the reasons given justified such action and the recommendation was approved.

A second request had been received from Essie Gardner Brier that the company purchase preferred stock, to the amount of $104.00, held by her. Her reasons were that her husband was unemployed at present and she needed cash rather badly to meet current expenses. It was recommended by the Stock Committee that we buy this stock and clear the books of Mrs. Brier's account. She was formerly an employee of the company but since there is little likelihood of her returning to our employ it was considered advisable to grant her request. It was taken as the sense of the meeting that we purchase the preferred stock held by Mrs. Brier.

Meeting adjourned at 1:30 P. M.

Regular Meeting H. R. C., 7:30 P. M., January 4, 1929

The meeting was called to order by Chairman Lucas following the usual brief recess after the Business Council Meeting. The minutes of the previous meeting were not read but briefly summarized pending being written up in full by the next meeting.

The first order of business was a report by Jack Evans for the committee who were charged with investigating the case of Fred Kleiss. Jack stated that interviews had been held with Kleiss and other workers in the kitchen, and following these that Armstrong and A. Hines and he had discussed the case at length. Certain factors of health and mental anxiety had seemed to be reasons for the

recent decline in Kleiss' work and it was suggested that a further trial period of a month be given him. During this period he should be given every chance to improve and encouraged to do his best to take advantage of this opportunity. This suggestion met with the approval of the H. R. C. and the case will be reviewed the first of February.

Next the case of Albert Walter was considered. Al's health is not of the best and heavy work of any kind has a bad effect upon him. It was suggested that the lightest kind of physical job is the only kind he is fitted to do and such things as pulling loaded flats required too much exertion. It was decided to keep Al in the Label Department, but to use him only on such work as is ordinarily done by the girls. There was no other place in the plant which has work more suitable so a transfer was not advisable.

The question arose as to the time of starting salaried payment for those people recently added to the salary payroll. It was the opinion that such salaries should start as from the Friday following the meeting in which the individuals were placed on salary.

The next general question to be presented for discussion was, "How long shall wage workers be retained if not qualified for salary?" After quite a little discussion as to the advisability or impracticability of setting any definite time it was decided that no time limit should be set. However, it was stressed that our policy should tend toward the weeding out of less desirable wage workers and the selection of more likely candidates to train in their places. This has been in the minds of those responsible for personnel for some time and the practice is being followed now according to statements made in the meeting.

Following this the general question was asked, "Under what conditions, and how shall any appropriation for the salaried payroll be dispensed?" The first reaction was that part of it should be used to raise the marriage differential. Two members were strongly in favor of increasing the percentage of difference from 50 per cent to 60 per cent, allowing the present minimum to stand. Seven members favored the retention of the 50 per cent differential but a raising of the present minimum. One member supported a 40 per cent differential with a raise of the minimum. Finally it was taken as the sense of the meeting that the 50 per cent differential be retained and the present minimum be advanced.

Recess was declared for 10 minutes at 9:30 P. M.

Following recess an attempt was made to list those things which ought to be considered in apportioning an appropriation which may be made.

Summarized these were as follows:

Appropriation 100 Per Cent

Human Relations Council

1. Increase in salary minimums—single, married.
2. Increase in wage rates—
   a. Single.
   b. Married.
3. Increase in children's allowance.
4. Variation above minimums to cover individual needs, or cases.

Business Council

1. Fund for increases paid for efficiency (20 per cent).

I. e. Exceptions to be handled by setting aside a reserve fund (a certain per cent of the total appropriation) for payment of individuals on the basis of efficiency alone.

All these items were discussed in relation to each other and attempts to set percentages for each item were made. After a number of individuals had stated tentative ratings it was suggested that we study this problem during the coming week and come back to the next meeting prepared for further discussion and possibly some decision on the various percentage allotments.

The meeting stood adjourned at 10:45 P. M.

Regular Meeting H. R. C., 9:15 P. M., January 11, 1929

The meeting was called to order by Chairman Lucas at 9:15 P. M. following the Business Council meeting.

Minutes of the previous meeting were read and approved.

The first order of business was the presentation of the resignation of Dorothy Beckett. The reason given for resigning was to enable Dorothy to stay at home to attend to household duties. The resignation was accepted without comment effective Wednesday, January 9th.

A report from the Health Committee was submitted by Howard Herner, chairman. Martha Stader had been sent to Dr. Burckhardt for a thorough physical examination and his instructions on the case were that Martha be given a two weeks' leave of absence during which time she must rest. Further observation

will be made then and treatment advised. Lafe Gardner had been sent to Dr. Burckhardt for an examination, also. He, too, will be under observation for a period of time and definite treatment advised later. Both these individuals were to be away from work for a while and Council accepted the recommendation to grant leaves of absence necessary in their cases.

The Health Committee had also received a request from Rose Cameron asking to be reinstated on the pavroll. Rose had been granted an indefinite leave of absence without pay on account of her health last October 19. Provision was made, when the leave was granted, that Rose be reinstated with us only after passing a rigid physical examination by our company physician.

Because a lot of dissatisfaction had been expressed regarding Mrs. Cameron's conduct in relation to not reporting to the committee when away from the plant and not following the doctor's advice when under treatment last year, it was considered best to ask the H. R. C. to discuss this case and decide upon what action should be taken.

There followed a lengthy discussion which showed a very divided opinion amongst members of the H. R. C. At first some members were opposed to reinstating Rose at all. It was pointed out, in answer to this, that we had obligated ourselves by Council action, when granting the leave of absence, to take her back under certain conditions. Most members felt that we must make good on that promise. Having taken it as the sense of the meeting that we would reinstate Rose when she had fulfilled the requirements of the doctor's examination the next consideration was whether we should qualify any conditions of Rose's salary status.

Here again divided opinion prevailed. The proposition was made that Rose be reinstated on salary but that any absence not considered justifiably excused by Miss Franz, or by Dorothea Nord-Holt, should not be paid for. There was a strong minority opposed to attaching any penalties, or "strings," to the salary status—preferred to assume that good conduct would be exhibited by Mrs. Cameron, or, if such proved not to be the case, to ask for her dismissal when her actions justified such a course.

After much argument it was taken as the sense of the meeting that Mrs. Cameron be restricted in payment when absent, she to be paid only when such absence has been excused by Dorothea Nord-Holt, as head of the Department in which she works. The chief reason for the restrictive clause was based upon the general laxness of council members in the past in bringing cases of misconduct to council for consideration when such seemed necessary. It was thought that such restrictive action might serve as a means of causing H. R. C. members to be more alert in such matters in the future.

The Chairman submitted the names of four new applicants for H. R. C. membership but deferred action on same until a later meeting, due to the pressure of other business before the present meeting. These applicants are Emma Bailey, Nellie Gray, Josie Baker and Cecil W. Knapp.

Another report from the committee on salary recommendations was made by Chairman A. Myers. This included the recommendation for consideration for salary of Zelma Neumeyer, Lillie Steele, Ollie Chambers and Ralph Condon.

Zelma Neumeyer was spoken of highly as a worker in the kitchen and label departments, especially on the garnish lines. Her attitude and general bearing towards her work and her fellow workers was commented upon very favorably. However, due to the fact that circumstances did not show her to be as much in actual need of employment as some others there was some opposition to placing her on salary. Several members were much opposed to giving such added protection to anyone not actually in need of it, or not to a comparable degree of need in relation to other employees. It was stated that while needs are a vital consideration with us, efficiency and fitness to perform work harmoniously and effectively were also highly necessary qualities. Finally, after much discussion on this point, it was taken as the sense of the meeting that Zelma Neumeyer be placed on salary pending medical examination.

Lillie Steele, who was formerly a salaried employee with us for several years and resigned because of duties at home, has been on our wage payroll since last July. Her work now, as formerly, has been very satisfactorily done, and she feels that she will be able to continue with us for quite some time without interference of home duties again. She feels, too, that her health is in much better condition now than when she resigned. With scarcely any comment it was taken as the sense of the meeting that Lillie Steele be placed on salary pending medical examination.

It was decided to postpone consideration of the cases of Chambers and Condon until a later meeting in order to have a resume of the proposed uses of money appropriated for additions to salaried payroll expenses for 1929. A tentative outline of such uses had been drawn up at the last H. R. C. meeting and suggested percentages of the appropriation for each purpose had been given. A general explanation of the reasons for each suggested use listed was given by Chairman Lucas and discussion was asked for, especially from those people not present at the last meeting.

The Business Council had voted tonight to appropriate $10,000 for use in increasing the salaried payroll of the present force during 1929 so we had the advantage of a definite figure to talk to. There was general discussion of the various uses outlined and an added emphasis given to the second point, namely, the differential payment in wages for married men, or persons with comparable responsibilities. The committee on salary recommendations made a definite recommendation that such differential payment be instituted and that the minimum wage rate for married men be 50 cents per hour. This was submitted as an outgrowth of investigation of conditions which came to attention during the recent work of the committee. Definite action was postponed on this until general consideration has been given to all the items listed.

Because of the lateness of the hour discussion was called to a halt, but before adjournment the chairman introduced Mr. Carl Phillippi who had been a visitor at the plant during the day and at the Business and H. R. C. meetings. Mr. Phillippi expressed his pleasure at being so kindly welcomed and assured us that his interest in us was keen. Further than that he had no definite conviction in his mind at the moment as to whether he would care to become a member of our group or not, but stated that he had much to think over before reaching a final decision. He promised to inform us by letter what his answer will be when he has had a little time to consider the whole proposition carefully.

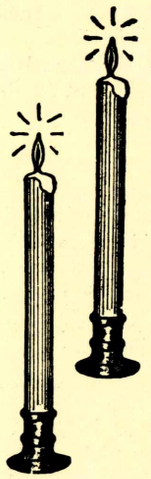
The Meeting stood adjourned at 10:45 P. M.

Have Another Look

Juror: "I can't serve on this panel, Judge. Just one look at that man convinces me he is guilty."

Judge: "That's not the prisoner. That's the prosecuting attorney."

FROM OHIO



We print below some parts from a program placed before an assembly of over one thousand Ohio ministers who met recently at Columbus, Ohio, to discuss matters pertaining to the Christian church and to themselves.

As our readers will see we cull from that section of the program which concerns industry and it is gratifying to learn that the resolutions presented herewith were all accepted with considerable enthusiasm.

"The questions printed in another part of this program indicate concrete situations where the process of adjustment is particularly urgent. We believe in cooperation between owners and management and workers in spirit and in fact. Inasmuch as the workers are an indispensable factor in production we believe that they should share in the surplus which remains after the operating charges, necessary reserves and dividends upon capital stock approximately limited to current rates of interest are met. We believe that they should be represented in management and should share in the control of the business. We believe that the way should be opened whereby the employees can share in ownership to such a degree that control becomes a reality. We believe that the unequal distribution of the income of industry is a fruitful cause of ill-will and that the Christian solution looks toward a more equal distribution based on need. Experimentation has already begun in this direction and the results justify an expansion of the idea.

We believe that there should be a wider opening of the doors of opportunity in industry both for the negro and those of other races in keeping with their ability and training. We believe that the unskilled negro should have larger opportunity to advance toward the skilled trades in our industrial processes.

We believe that women should receive the same wage in industry as men for the same work done.

We view unemployment as one of the most threatening elements in our present industrial order. Its causes lie deep-

ly imbedded in our general system and no single remedy can be cited. The following proposals, however, we are confident will materially better the situation:

1. Such an integration of industry with public employment agencies as will quickly absorb a maximum of those unemployed.

2. Some form of unemployment insurance in which the State, employees, and the employer alike participate.

3. The development of public works in direct ratio of the number unemployed.

4. The stabilizing of industry and thus reducing the number who are periodically thrown out of work.

5. Some system of old age pensions.

We are utterly opposed to violence in industrial disputes. We hold that the strike is justifiable when all possible conciliatory measures have been used. The growing use of injunctions in labor disputes is an obstacle to good will. Used chiefly by the employing group it insinuates that the government is against the worker and arouses suspicion of the courts. We oppose the "yellow dog" contract which means that the employee pledges himself to the employer not to join a Trade Union. It is a product of suspicion and strikes directly at good will.

We stand wholly committed to the right of free speech and free assembly for all. A free, full and frank discussion arising in industry by one party alone and by both parties together is not only a constitutional guarantee but likewise an industrial imperative.

In conclusion, we reiterate the plea of every social prophet for a new spirit in industry. Until a new motive is acquired by both factions of the industrial organization there can be no final settlement of disputes. The present drive for profits must be substituted by the desire to build personality and to gain the values of Christian service. Only such reorganization as recognizes these objectives will be sufficient."

The foregoing seems to us to be a very healthy document, and whilst we might find cause to amend or change it here and there, we are immensely pleased to find that such a set of resolutions emanate from among churchmen and church leaders, for we believe it is high time that the church should bestir itself and become aware of the pressing need for social and industrial reorganization in this as well as other countries.

Editor.

Salty Laughter

Salt for a wound is meet—
It stings but heals thereafter.
So to a man's defeat
Is his own bitter laughter.

K. W. P.

Spoiling a Jane

Elmer, 13, was puzzled over the girl problem and discussed it with his pal, Joe.

"I've walked to school with her three times," he told Joe, "and carried her books. I bought her ice cream sodas twice. Now, do you think I ought to kiss her?"

"Naw, you don't need to," Joe decided after a moment of deep thought. "You've done enough for that girl already."—Capper's Weekly.

Served Him Right

First Barber—"What makes you so late?"

Second Barber—"I was shaving myself, and before I realized it I talked myself into a haircut and a shampoo."—The Farm Journal.

Out of Form

"Mummy, I can't go to school today."
"Why?"
"I don't feel well."
"Where don't you feel well?"
"In school."

Too Stimulating

Lady—"Why don't you go to work if you are hungry?"

Hobo Harry—"I tried that once an' it only made me hungrier."

BUSINESS COUNCIL NOTES

Minutes of Regular Council Meeting Held January 4, 1929

Minutes of the previous meeting read, corrected and approved.

The first order of business was a discussion of the advisability and wisdom of withdrawing from the market on future tomato soup in the event of our sales reaching a fairly high mark during January. The suggestion to follow this course was discussed very completely and at first it did not seem to find very much approval among Council members. Many of those who spoke seemed to fear that we were not in a sufficiently strong position to take action of this kind. A great deal of time was spent in considering the effect of such action if taken upon our customers. At length the following was taken as the sense of Council: That we leave the matter up to the sales department to withdraw tomato soup if and when the orders received justify such action. It was expressed that should orders reach 100,000 cases or thereabouts that a wire be sent to all our customers notifying them of the withdrawal of January prices.

The next question was that of investigating what work had been done by the committee appointed to see about enlarging the dining room kitchen. The committee reported that they had not convened, and therefore had no report to offer. In spite of the fact that the heavy rush on the dining room seems to be over until next year the committee was urged to meet and to bring to Council some recommendation in the near future.

Moved and seconded that we adjourn. Motion carried.

Minutes of Regular Council Meeting Held January 11, 1929

Minutes of the previous meeting read and approved.

The first order of business was the matter of appropriations for salaries.

In order to assist Council in solving this problem Mr. Herner gave a report of our earnings for the first six months of our fiscal year as amounting to $102,000 and that after making certain appropriations the balance would be a net profit of $36,832. Council then discussed the possibility of not only maintaining our gain of last year over the previous year but of increasing it by 50 per cent. Many who spoke were very optimistic on the question.

The next question was whether we felt we would be safe in making an appropriation for salaries for 1929 and if so how much. To start the ball rolling one member of Council suggested $5,000 and gave his reasons for thinking as he did. Another member suggested that we raise this amount to $10,000. The majority who spoke were in favor of the latter suggestion, and the following motion was made to this effect:

Moved and seconded that we appropriate $10,000 to be distributed among the employees now on the payroll for the year 1929. Motion carried.

A vacancy on the Board of Trustees was called to the attention of Council.

It was decided to postpone this matter until a later meeting in order to find out what the requirements are in voting for a trustee.

Mr. Tearney next gave a very interesting and helpful report of future orders on tomato soup received to date. From these figures it would appear that orders are coming in very heavily. A discussion was reopened as to the advisability of withdrawing future prices in the event of our sales reaching a certain point. All who spoke were of the opinion that regardless of whether we reach this point by the 20th or some other day during the month of January our future prices should be withdrawn, but not later than January 31st at which time these prices are to be advanced considerably. This matter was then turned over to the sales department for further consideration and decision.

The question of whether we should include other varieties of soup with tomato

during our packing season was next brought before the house. It was taken as the consent of council that the sales department should decide to whom we should allow this privilege, and that this privilege be granted to those customers who request it.

Meeting adjourned.

Council Meeting Held January 18, 1929

Minutes of the last meeting read and approved.

The first order of business was the report concerning receipts of future tomato soup orders which had come in to date and there followed a discussion arising from a comparison of these orders received thus far and last year's orders. The decision to withdraw the future price of 60 cents on January 28th was ahered to.

Howard Herner reported the work done by the Executive Committee bearing upon the Credit Union and its relationship to the Company.

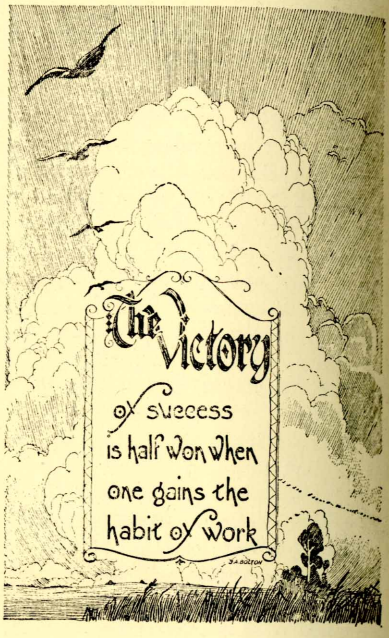
The committe expressed sympathy with the work of the Credit Union and appreciated the efforts of the Union officers in carrying on this work. The report stated that the committee did not favor the Company assuming full responsibility for work done for the Credit Union, but recommended that for the time being the Company afford compensation to those who work for the Credit Union, the money for this purpose to be taken from the payroll dividend. The committee urged also that Credit Union work as well as work connected with the farm should be done outside of regular working hours. In response to Howard's report, Council asked Kenneth Lucas and his assistants in the Bookkeeping Department who have given him assistance from time to time in connection with the Credit Union to meet with the Executive Committee and that some recommendation should be given by the committee as to how this should be handled at our next Council meeting.

Meeting adjourned.

At the Night Club

Waiter—"How did you find the steak, sir?"

Guest—"Oh, I just picked up one of the potatoes, and there it was."



Taking Chances

"Willie," said his mother, "I wish you would run across the street and see how old Mrs. Brown is this morning."

A few minutes later Willie returned and reported:

"Mrs. Brown says it's none of your business how old she is."

Her Job

"I have three husbands to support," pleaded the woman.

"What!"

"Yes, sir. One husband is mine, and the other two belong to my daughters."

There are a thousand hacking at the branches of evil to one who is striking at the root.—Thoreau.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

THRU

CO-OPERATION — COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

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INDIANAPOLIS

"If anyone advance anything new, which contradicts, perhaps threatens to overturn, the creed which we for years respected and have handed down to others, all passions are raised against him, and every effort is made to crush him. People resist with all their might; they act as if they never heard nor could comprehend; they speak of the new view with contempt, as if it were not worth the trouble of even as much as an investigation or a regard; and thus a new truth may await a long time before it can make its way."

Goethe.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

MY PHILOSOPHY OF INDUSTRY

A book is now selling having the above title which, I am sure, will sound rather good to students of industry. The price is one and a half dollars. The feeling of "goodness" is enhanced when one reads the cover-jacket and one is told that the author is the renowned Henry Ford.

Readers of the kind that would endeavor to get such a book approach it with a good appetite and an air of expectancy saying to themselves, "Ah! here is something worth reading!" and, some of them may have visions of the great industrialist sitting down pen in hand telling the world of his deeper, more mature thoughts upon the perplexing subject of modern industry. A dip inside the covers and disillusionment comes, for one reads that the book is an authorized interview between Ford and one Fay Leone Faurote—and what follows is ample proof that the book is as much what the interviewer thinks of industry as the interviewed says about it. The book is of hybrid parentage and the views expressed in it give evidence of this fact.

As a treatise in economics the book is full of vague generalities that mean very little to the reader. In it one strikes some truths occasionally and they are often piercing and penetrating—but they are few and far between and only too often one slides or bumps on to dry barren ground. Many of the ideas in the book are good but one thinks of them with the background of River Rouge and Highland Park and somehow one feels that they are out of place.

The idea that the best armed nation is always the greatest force working for world peace seems rather odd in the light of what we know of the history of the last quarter of a cenutry—but that idea is proclaimed boldly in this book, and again one is struck with a sense of the downright oddity of some of the ideas attributed to Mr. Ford.

When discussing international problems one hoped that the book would be illuminating and would show some of the deeper entanglements inherent within present day industry and how these act as constant irritants leading to tension and conflict within the sphere of international relations. There is no word of these things and one is naturally disappointed.

The fact that the book is the work of an interviewer is discouraging when first it is found out, but on putting the book down one gets a little satisfaction from knowing that a man of Henry Ford's wide experience might, after all, have given us a much better book dealing with industry and its problem if no one had stood between him and his readers.

We await the arrival of such a book from Mr. Ford's own pen. J. E.

SAYS 5-DAY WEEK WILL LIFT LEVEL OF CIVILIZATION

The general adoption of the five-day week in industry is called for by Joy Elmer Morgan, editor of the Journal of the National Education Association, in a recent public statement reported by Federated Press. "That will mean one full day each week for health, education, and home life, in addition to the day reserved from time immemorial for rest and worship. It may easily represent as great an advance for the human race as the setting aside of the original day of rest. It will lengthen life. It will increase efficiency and prosperity. It will offset the monotony of machinefacture. It will give opportunity for adult education through travel, reading, radio, and participation in citizenship projects. It will lift the whole level of our civilization. Everyone who believes in a richer life for the masses should be an advocate of the gradual and early adoption of the five-day week.

"Do you know," said the Locomotive Superintendent pompously, "that I began life as a barefoot boy?"

"Well," said the fireman, "I wasn't born with shoes on either."—New Zealand Locomotive Engineers' Journal.

ON COLLEGE CAMPUSES

During February of this year, the Indiana State College Y. M. C. A. conducted a series of meetings throughout all the colleges in the state. The purpose of this enterprise was to bring before the students new knowledge concerning various aspects of social and industrial life coming from people having first hand experience of such matters. Among the group of lecturers and speakers who addressed the students were missionaries from China, Japan and India, religious leaders from various parts of this country—to whom religion is a vitally important personal matter, and who attach significance and meaning to their religion only so far as they can apply it in social practices, leaders of the peace movement and of the prohibition movement, as well as persons connected with industrial enterprises—these having some social aims.

The Columbia Conserve Company was given an opportunity of bringing before some eight thousand students the message of industrial democracy and it was pleasing, and perhaps a little surprising, to note that by and large the students showed considerable interest in what is, after all, a very thorough-going and unique experiment. Very many of the students had a slight acquaintance with industry and others had been actually engaged in it and these appreciated more completely than others the difference between industrial plants run upon a democratic as opposed to those run upon an autocratic basis.

The engineering students at Purdue having had some experience in such plants as that of the General Electric Co. of Schenectady, New York, and elsewhere, showed a very keen interest in our organization and in their questions and discussions of it they brought their typically engineering turn of mind to bear. They raised intelligent objections to certain of our practices but it was gratifying to know that practically all the questions and all the comments had back of them a keen desire for knowledge and understanding. To the students hailing from the mining community in and around Terre Haute and attending the State Normal School of that town the plan of industrial democracy seemed to be, to their minds, a proposed way out of the industrial dead-locks, so common in the mining districts with which many of them were familiar. Their question was just how a democratic system might be applied to the industry with which they were acquainted and this came very distinctly from the older men students. The Columbia's social gospel most of these students did not understand, because it runs counter to practically all their own and their fellows' experience in modern society. Many of them asked for our Douglas pamphlet and copies of the Cauldron and in doing so they showed deep interest in the implications of our whole system.

At Earlham, with its Quaker tradition, there seemed to be somewhat less difficulty in conveying an adequate impression of the fact that a new industrial set-up involved a corresponding change in the social situation of workers as well as employers, and here one found a very genuine admiration for and appreciation of the Columbia experiment in its entirety. At Earlham, too, the women students seemed to be more keenly alive to the maladjustments within our present social order, than anywhere else, and among them there was evidence of quite as much interest in the experiment in industrial democracy as among the men.

At Muncie, Butler and elsewhere there was also a great deal of interest shown in our experiment although one has to confess that at these places members of the faculty showed more concern than the rank and file of the student body. In many ways these faculty men and women were critical of the nature of our experiment and doubtful of its permanency. Their criticism was helpful to both students and speakers and one left with the impression that even in these so-called hard boiled institutions of learning the Columbia's gospel had created an intense interest in itself and its mission.

The whole plan of bringing such matters before the plastic mind of our student youth is decidedly good and judging by the attention given the speakers and the questions asked by the students, some deep trains of thought must have been started and will be kept going because of the "Y" plan in connection with these college meetings. The idea of bringing industry to our schools is not a new one, but it is one that is gathering more and more force as we go along and the more opportunities that come to us, who are in industry, for meeting with students and talking over with them the problems of industry, the better for everybody concerned. Nothing but good can issue forth from these contacts. It is one of the ways, perhaps the chief way, by means of which the tragic apathy of our young men and women, sheltered behind college walls, can be overcome.

If we are to win the race, which Mr. H. G. Wells characterizes as the great race of the 20th century—a race between education and catastrophe—then, we must bring about in the student mind of America and of other countries, an awareness—a keen awareness—of the urgency and importance of the need for industrial and social change.

MISS LENA EILERING
Leader of Label Room

HAVE FAITH IN YOURSELF

Most men go to pieces when they have had a few good beatings. They wilt. They fade away. They crawl into a safe little corner and hide while the great rough tide of glorious life rushes past them. The fact is that defeat is the normal thing in this haphazard little world and victory comes but seldom. Every victory, usually, is the result of a long series of defeats. A man must have faith in himself and in what he is trying to do. He must say "I can." He must back himself to win. He must bet on himself. He must have faith in the people he works with. He must believe in his team. He must see the better side of his co-workers and not think that his own point of view is the only right one. He must have faith in those great principles that make us superior to the animals of the forest—truth, honesty, sympathy, justice, progress.

Forbes Magazine.

EDITORIAL

In a recently published book we read, "The majority of people are not in the world to pioneer but to be as happy as possible. If pioneering in a course brings discomfort they would rather not be among the pioneers. They would rather stand on the side lines and, in the combat between truth and error, wait and see which proves the stronger."

The writer of the above statement is a man of great experience, of mature judgment, and one who is now internationally famous as a pioneer in the field of industry. He is none other than Mr. Henry Ford.

Doubtless, there is truth in his statement and he has learned it from his actual contact with men and women in industry during the last fifty years.

I think our own experience within our organization points in much the same direction and not a few of our difficulties come from the fact that some of us are pioneers, that is, we are imbued with the pioneering spirit—only to varying degrees. Indeed, some of us are not pioneers at all. Many of us stand on the side lines and just watch the fight which sometimes rages between the greater, bolder, more audacious pioneers and the lesser ones or, at other times goes on between the decidedly progressive members of the organization and the unprogressive or reactionary ones. So it is within most, if not all, organizations and headway can only be made so long as the pioneers imbue others, either temporarily or permanently, with their zeal, their zest and their spirit.

It is a hard, long road to travel and no one knows that better than those of us who have been associated with the Columbia Conserve Company during the last ten years.

The pioneers who first conceived the plan of an industrial democracy within a small canning business like our own took a bold stroke but the results to hand have justified their courage, notwithstanding the periodic setbacks and occasional disappointments which have come their way.

The test of success in this connection is to be found in knowing how many people within the organization have moved from the side lines to take their place with the active pioneers—those who have assumed responsibility and incurred risks in coming to the fore. We have not many such people but we have more than we did and there are signs

that others are coming along. We need these others to come quickly and to come boldly for, the more of them there are the better.

It seems that the greatest obstacle to the making of bold, adventurous people out of ordinary human beings is the deep set desire each one of us has not to appear very different from one's fellows and a still deeper fear we have of giving offense to those with whom we associate.

It often takes very real courage and a readiness to bear the scowls and ill-will of our friends as well as our enemies to be frank and outspoken but without such courage and such readiness to face ugly situations no progress can be made.

The pioneer everywhere has always felt an irresistible force urging him onward and he has always had to disregard personal feelings and emotions. To him there is something of much greater value than the high regard of his friends—it is fidelity and loyalty to an idea, or set of ideas. Whenever he has to choose between friendship and truth, as he sees it, he cannot but choose the latter—whatever the consequences. Of such stuff are all pioneers made!

Saying what we have above does not mean that the bold leader needs to flaunt the friendship of his fellows, for a friendless life is a weary one. The pioneer needs friends for usually it is only through the instrumentality of men and women that he can set his ideas in motion. To win friendship and confidence is very necessary to the leader and its necessity is great enough to cause him to develop to an especially fine point, the art of cultivating it.

Those who do not wish to assume leadership can do the next best thing—seek to understand the leader and upon the basis of this understanding help him in his manifold endeavors.

To criticize a leader is always easy. To assume leadership is to expose one's self to the possibility of criticism and the more prominent is the position of leadership the more often and the more numerous are the opportunities for criticism.

Leaders go wrong. Who is there who does not go wrong at some time or other? The only man who has not committed error is the man who has not attempted to do anything and it is always the man who does little or nothing of note who jumps most eagerly to finding fault with others.

Much criticism of leaders comes from a lack of imagination on the part of the rank and file: it fails—its members fail —to place themselves in the leader's position and thus go some way towards comprehending what difficulties are involved in the leading of people anywhere and everywhere. Much criticism comes, too, because so many people adopt consciously or unconsciously a dog in the manger attitude, saying that if they cannot lead, with what they imagine to be their fine qualities, then they will not make it easy for the man or woman who does. That is a woefully unenlightened attitude but it exists and that it does exist is due to man's tendency to over estimate his own worth and to give himself an importance and an ability in his own mind that in reality he does not possess.

The best leader is he who gravitates to that position by virtue of his own good qualities and who, without advertising them, finds them acknowledged by others. Indeed, it would be true to say that the greatest leaders have been, if not unaware, then quite unconscious, of their abilities and have gone along urging, pleading and persuading men and women to do as they bid, to follow them wherever they saw the goal.

Such leaders inspire confidence in their judgment and while they do not find life easy and smooth they do not allow irritation and difficulties to deflect their course.

Their trials are causes for reflection and thought rather than dejection and grave misgiving. Such leaders go ahead and on their way they are ever confident. They have large ideas and ideals and the bickerings of their fellows, which they hear as faint murmurs on the wayside, they heed not—unless it be to cast an admonishing, though often contemptuous eye.

Leaders and those led have important functions to perform and the very relationship between the parties involves the highest degree of co-operation.

This co-operation should always be positive, should be shot through with a desire to assist and help. One may do some good on the side lines but it will never amount to very much. To be of the greatest possible value to one's self and one's organization one must leave the side lines and assume some measure of responsibility and some degree of leadership, and the greater the measure of this responsibility and degree of leadership, the better for the individual and the group.

As we must account for every idle word, so must we for every idle silence.

FOLLOWING ORDERS

"Now, Miss Blogg," boomed Jasper M. Whurtel, president of the Whurtel Whirlwind Laundry Company, to his new stenographer, "I want you to understand that when I dictate a letter I want it written as dictated, and not the way you think it should be. Understand?"

"Yes, sir," said Miss Blogg meekly.

"All right—take a letter."

The next morning O. J. Squizz of the Squizz Flexible Soap Company received the following:

"Mr. O. K. or A. or J. something, look it up, Squizz.

"President of the Squizz what a name Flexible Soap Company, the gyps.

"Detroit, that's in Michigan, isn't it? Dear Mr. Squizz, hmmm:

"You're a hell of a business man. No. start over. He's a crook, but I can't insult him, or the bum'll sue me. The last shipment of soap you sent us was of inferior quality and I want you to understand, no, scratch out I want you to understand. Ah, unless you can ship, furnish, ship no furnish us with your regular soap you needn't ship us no more period or whatever the grammar is. This d—— cigar is out again pardon me and furthermore where was I?

"Paragraph. The soap you sent us wasn't fit to wash the dishes no make that dog with comma let alone the laundry comma and we're sending it back period. Yours truly. Read that over, no never mind. I won't waste any more time on that egg. I'll look at the carbon to-morrow. Sign my name. I must go out to lunch soon, eh?"

Report of Human Relations Council Meetings

Regular Meeting H. R. C., January 18

Meeting called to order by Chairman Lucas at 7:45 P. M., following a short Business Council meeting.

Minutes of the previous meeting were read and approved.

The first order of business was a report from the stock purchasing committee, made by Arlie Myers, concerning two requests to have the company buy back preferred stock.

One of these was made by Wm. P. Hapgood who asked to have $1,030 worth of preferred stock held by him transferred to his book account with the company. This was made necessary on acocunt of financial losses suffered on his farm last year. In return, however, Mrs. Hapgood is purchasing $2,500 worth of preferred stock in the company which will much more than offset the amount transferred.

The committee recommended that the request be granted since the circumstances merited such consideration. It was taken as the sense of the meeting that we accept the recommendation.

The other request was made by Harry Scroughams who asked to have $141 worth of preferred stock held by him bought back by the company. His reasons for wanting the money were (a) to meet back payments on his property amounting to $92, (b) the balance needed for medical attention anticipated for his wife, and a tonsils operation for a son. All these needs were urgent and no other source of obtaining cash seemed available so, in the light of these conditions, the committee recommended that the request be granted.

It was taken as the sense of the meeting, that the recommendation be accepted.

The next order of business was the consideration of the Salary Committee's recommendation regarding Ralph Condon and Ollie Chambers which was carried over from the last meeting.

The case of Ollie Chambers was considered first and a different approach to the recommendation was made by Arlie Myers as chairman of the committee. Because of certain rumors current around the plant it was thought advisable to ask for general discussion and criticism from the meeting before presenting the committee's report. In response to this certain points were made. Chief among these were opinions regarding the attitude Ollie seemed to show when he was a salaried member of the group about two years ago, and his manner of leaving our employ at that time: (1) It was felt that Ollie showed a lack of consideration for the responsibilities a salaried employee holds in that he left us during one of our busiest periods of the year, following a two weeks' notice and, in leaving, created a vacancy in a position of department leadership. (2) That he seemed to be a man of divided interests and devoted time to outside jobs to the detriment of his health and his performance here; citing wall paper hanging at night, and farm activities at

odd times as examples. (3) That he had been a liability from the standpoint of health and had lost a good deal of time on that account.

Following these criticism the committee report was given which answered in part, some of the objections raised. It was explained that Ollie had had the production superintendent's O. K. on his leaving at the time he did in 1927. And, further, that he did not intend to pursue outside activities any longer if placed on salary again. In regard to his health —he sems to be in much better physical condition now than he was when here before. The committee felt that the matter of his health might be left to the doctor's discretion when he gave Chambers the usual medical examination.

Points in his favor were that ne shows an aptitude for leadership and is an effective teacher of younger men. It was the opinion that he has intelligence and could make a contribution in Council work if he would. Here again he merited criticism because of non-attendance at Council meetings and non-participation when he did happen to attend. Again, it was stated that he plans to correct this factor and has made arrangements so that he can attend meetings in the future.

After general discussion it was taken as the sense of the meeting that Chambers be placed on salary pending medical examination, though one member still stated an objection.

The case of Ralph Condon was presented by Dorothea Nord-Holt who outlined for Council the seeming reaction of Ralph to the group and the group to him since his return. His attitude apparently was much improved and his work had been maintained at a satisfactory rate. While nothing definite was known as to his present state of health, it was thought to have been improved over what it was when he left us.

Taking into consideration the fact that Council agreed to reinstate Ralph while not expecting much from him in the way of leadership, and the further attitude that as a label machine operator he was at least as good as the average, it was expressed that there could be no further reason for keeping him on wages if we intended to retain him in our employ.

After considerable discussion, during which some opposition to placing Condon on salary on the grounds that he was not salary material was expressed, it was taken as the sense of the meeting that we would place him on salary pending the usual medical examination.

George Gregory next asked for a rediscussion of the case of Mary Unger. His reason for this was that he had heard statements made to the effect that "she was as good material for salary as some of the rest of those recently accepted." The general discussion which followed tended to show that while Mary had some good qualities she lacked stability and pep and needed improvement in quite a few ways in her work and in her attitude. It was suggested that she be told of her shortcomings again and urged to do better, but that for the time being she be retained on wages. This course was adopted by consent.

After recess at 9:00 o'clock the four candidates for H. R. C. membership, whose names were presented at the last meeting, were discussed.

The first case considered was that of Mrs. Emma Bailey. There was a divided opinion as to Mrs. Bailey's qualifications and her right to H. R. C. membership was challenged by three persons. The grounds for these challenges were two, (a) that of non-participation in the work of the business council through expression of opinion except on rare occasions; (b) that she was in the habit of grumbling and complaining about things on the floor of the factory and causing subtle kind of disturbance among her fellow workers.

The latter charge was taken to mean a lack of understanding of the problems of the H. R. C. and would debar her on the second plank of our qualifications. After considerable discussion it was taken as the sense of the meeting that Mrs. Bailey be accepted as a member since the second charge could not be proven effectively and she promises to take an active part in the H. R. C. meetings in the future.

Mrs. Nellie Gray was accepted by consent after very little discussion.

The case of Mrs. Josie Baker was peculiar in that there seemed to be considerable objections to accepting her as a member without very much of concrete reasoning to judge by. Indefinable, intangible reactions to her contributions as evidenced by past performances in council meetings, and on the floor of the factory, together with very irregular council attendance in the past made several members very skeptical as to her qualifications for membership. Because of this undecidedness of opinion and the objections cited it was agreed to temporarily reject Josie's application but to encourage her to attempt to qualify soon.

Cecil W. Knapp was accepted by consent without much comment.

Following this Arlie Myers requested that an added plank in our qualifications for membership be placed on the agenda for discussion—"Ability to make contributions in the work of the H. R. C."

A general resume of the black-board figures regarding the use of money appropriated for additions in the present salaried payroll was given by the chairman and discussion was asked for, particularly from those who had not been present at the previous discussions concerning this. No conclusions were reached and the remarks remained general in character.

Regular Meeting H. R. C., January 25

Following a brief recess after the business meeting Chairman Lucas called the H. R. C. to order. In reality the last subject discussed in Business Council normally should have been included in the H. R. C. However, since it was a dual problem containing elements of a business nature as well as of human relations, and having been introduced in the Business Meeting it was carried through in the meeting and then certain aspects of it were deferred for discussion until the next H. R. C. meeting. For the purpose of linking the two discussions, and for reference, a summary is included in the H. R. C. minutes. A member of the Business Council presented two motions extracted from the Business Council minute book, referring to, (1) the hours of work outlined for Jack Evans and (2) certain special work outlined for him in the Kitchen Department, and asked for discussion of them.

With reference to the first motion it was stated definitely that Jack Evans should work the regular schedule of hours. This usually means 7:30 A. M. to 5:30 P. M. outside of time shifts due to busy season activities. It was pointed out that Jack has not been keeping to this schedule and has been tardy or away from the plant a number of times. Explanation was asked for. Mr. Hapgood, whose responsibility it is to be Jack's immediate superior so far as his work is concerned, stated that he had observed Jack's laxness in this regard and had spoken to him about it on several occasions but this had not had much effect on him. He then decided to wait until someone else might call council's attention to the matter and that such criticism and correction from Council might prove more effective. Another phase of the same matter was whether or not Jack was ill or just resting upon the several occasions when he had gone to the plant hospital during working hours. Jack explained that he was not ill but was mentally fatigued and had gone there to relax a while. All this led into a discussion of the wearing effects of certain kinds of work upon the nerves of individuals and the advisability of rest periods when strain is apparent. Then, too, the practicability of a change of atmosphere for a brief period when mental strain makes concentration difficult was touched upon. This phase of the discussion brought out differences of opinion in regard to rest periods and hours of work and from an individual case broadened out to include general plant activities. No decision was reached in regard to this and it was tabled for further discussion until the next H. R. C. meeting. A suggestion was made that a committee of three or four persons might be named whose job it would be to devote some time to studying fatigue problems and working out schedules of rest periods for various kinds of work, etc. This committee idea was to be borne in mind until next meeting and discussed again at that time.

With reference to the second motion it was explained by Mr. Hapgood that he realized shortly after making the suggestion that Jack go into the kitchen for the dual purpose of learning the process there and of being of some assistance in ironing out existing personal differences within the department that he had made a mistake in judgment. His opinion was that Jack does not have the necessary time at his disposal to devote to that work at present because of his other duties which are mainly in the office and of a more general character. He outlined this work as including—(1) correspondence with persons regarding employment, and information concerning the plant, (2) writing articles upon request, (3) editing the "Cauldron," (4) doing personnel work within the plant, (5) interviewing applicants, (6) filling some speaking engagements and work of such nature as would fall in line with these activities.

In addition to this Mr. Hapgood felt Jack is tempermentally not interested in the kind of work necessary in the kitchen and does not display an eagerness to go into that field voluntarily. He stated as his conclusion that it would be wise to withdraw the motion because it is impractical to expect it to be fulfilled.

Jack was then asked to present his own reaction to the whole matter. He began by stating that in regard to the first charge, he had been tardy and had

no excuse to offer other than to say that he had failed to arrive on time, often after making an effort. In regard to the other aspects of the case his remarks substantiated what had been said by Mr. Hapgood and others. His own summary of his work duplicated that given by Mr. Hapgood and he stated that he had tried for a period of about a week or ten days to work in the kitchen but had been interrupted so much on account of his other duties that he had given it up as temporarily hopeless. He had expected to resume the task of trying to find time to devote to that work but as days passed it seemed more and more improbable unless some of his present work is given up. No action was taken in regard to this matter but the general feeling semed to be in favor of the withdrawal of the latter motion.

The first order of business to come before the H. R. C. was a report from the Stock Purchasing Committee by Jack Evans, chairman. This was a request from Amelia Enders, who resigned a month ago, that the company buy back $147.00 worth of her preferred stock. Her reasons for wanting the money were that she was in need of it for medical attention and anticipated family expenses. The committee recommendation that we grant the request was accepted by consent.

The next case was that of Ruby Hawkins and was presented for her by Jack Evans. Mrs. Hawkins has applied for the marriage differential and children's allowance payments on the basis that she is the head of her household and the support of two minor children. She was divorced from her husband and was granted $10.00 per week for alimony about several months ago but has never been able to collect the money due her. Since there were certain legal aspects of this case about which we needed advice it was decided to defer action on this until next Friday. In the meantime Jack Evans and Howard Herner are to confer with the company attorney, Mr. Welliver, and get the necessary information regarding alimony payments.

Next, Jack reported the doctor's decision in regard to the medical examinations of Ralph Condon and Ollie Chambers. Both these men had been rejected by Doctor Cannady as physically unfit to be placed on salary on the assumption that they might prove heavy risks in the not too distant future. What we were to do with these cases was up for discussion but it was thought best to try to reach some conclusion as to the principle of medical examinations first. This question was proposed: What measurement do we expect our doctors to judge cases by? After some general discussion it was apparent that we had neither the information nor the means of obtaining the same at our disposal tonight. It was suggested that a committee be appointed to study the problem this week—to interview our doctors, getting necessary information from them (and giving them some perhaps) to get certain other facts needed and to bring same to the next meeting with some kind of recommendation as to a standard of measurement, if possible. This suggestion was agreed upon and the following members appointed: C. E. Franz, H. E. Herner, W. P. Hapgood, A. D. Myers and Jack Evans.

The Health Committee made its report as follows: Miss Franz stated that Lilly Steele had passed the medical examination and had been placed on salary. Zelma Naumeyer had shown certain minor tendencies which Dr. Mueller wished to check on again before reaching a final decision and judgment was withheld temporarily.

Howard Herner reported that Lafe Gardner was still under observation at the Long Hospital and no final report on the case was ready yet. Gene Loeb had been sent to Dr. Burkhardt for examination—had in turn been referred back to Dr. Mueller and she had advised a tonsil and nose operation which was to be performed this coming week. Martha Stader is still at home on her rest cure and is to report to Dr. Burkhardt again next week.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting H. R. C., February 1

Meeting called to order by Chairman Lucas at 9:00 P. M. and the minutes of the previous meeting were read and approved.

The first order of business was a report from Miss Franz on the case of Rose Cameron. It was stated that Rose had been notified of the decision of Council regarding her re-instatement with us during the week immediately after the meeting of January 11th. No reply to the letter sent her had been received to date. Council was of the opinion that this silence meant that she was no longer interested in returning to work with us and we were not obliged to hold open a salaried position for her. It was the sense of the meeting that if Mrs. Cameron desires to make application for work with us in the future she will be considered as any other new employee would and such will be her status.

A report from the special committee appointed to study health standards for medical examinations required for admission to the salaried status was given by Miss Franz.

The recommendation of the committee was divided into two parts:

1. Three classifications of requirements were:

a. The applicant must be free from contagious diseases, sexual diseases, cancers and ailments of such character.

b. Free from traces of, or tendencies toward insanity, epilepsy, etc.

c. Possess a general standard of health which would assure an average of ten years of service to the company.

2. The company's doctor's advice concerning treatment must be followed by individuals when recommended for such treatment by the Health Committee or salary protection when absent will be forfeited.

Cases which seems to be on the border line in respect to the classifications listed will be referred by the doctor to the Health Committee. The committee will recommend what course it sees fit to advise in such doubtful cases and Council will act on the recommendations.

After discussion and explanation this report, and the recommendation concerning health standards, was accepted by consent.

Following this the cases of Ralph Condon and Ollie Chambers, upon which judgment concerning their medical examinations for salary was pending, were presented again. Both were considered border line cases by the doctor and the Health Standard Committee recommended their acceptance upon condition that they both agree to follow medical advice and submit to whatever treatment is necessary in order to improve their physical condition as much as possible.

A report on the case of Ruby Hawkins was made by Jack Evans. He had seen the company lawyer about the question of alimony payment and certain information has to be obtained from the court where the divorce was granted. The case was again deferred until these additional facts could be gathered.

The case of Fred Kleiss was reconsidered. He had been put on probation for a month and was to be reviewed for a salary consideration. Jack Evans reported that Kleiss has showed a marked improvement in his work and attitude according to those people with whom he worked and it was the recommendation of the committee that he be placed on salary now. This was substantiated by others in Council and it was taken as the sense of the meeting that Kleiss be accepted for salary pending medical examination.

The application for membership in the H. R. C. by Beulah McMechan was next considered. It was mentioned that Beulah had not been as regular at Council meetings in the past as was desired and that she did not participate in the discussions as much as she might. These things she promised to rectify to the best of her ability and it was taken by consent that she be admitted to membership in the H. R. C.

Following this a general discussion of absenteeism from Council took place. Finally it was agreed that effective February 8th, any person absent from two consecutive meetings would be interrogated by the chairman and a report of the reasons for absence presented to Council. If reasons given do not justify being excused such persons will be dropped from membership in the H. R. C.

The two months agreed on as a trial period after which reconsideration of the cases of Leo Zike and young Billy Hines was to take place, had elapsed. Reports on the progress of these two men had made in their new jobs were very favorable to both of them. Council was pleased to hear this and hopes for the continuation of the good work. It was taken by consent that any salary adjustments which might be recommended should be deferred until all adjustments of this nature would be considered, which would be within the next few weeks.

Rediscussion of the possibilities of improving efficiency through the study and application of methods relative to time and motion and fatigue problems was next in order. A committee of three was appointed to study the possibilities for such work—to outline the scope of it and to bring back to Council a recommendation concerning the appointment of a committee to work on problems in this field. The three appointed for this preliminary work were: Jack Evans, Ken Lucas and Dorothea Nord-Holt.

The case of Mary Unger, a wage worker, requiring medical aid and immediate attention was presented by Arlie Myers.

Because handling this case separately would be setting a precedent based on a single instance it was thought advisable to agree upon a working principle and allow this case to fit into that. After much discussion as to our obligations towards wage workers, and our ability to pay at this time, it was taken as the sense of the meeting that:

a. We agree to take care of wage workers through medical attention when ill in cases where this is made necessary because of financial need.

b. The handling of all such special cases to be left to the discretion of the Health Committee—the decision regarding pay when absent because of illness to be left to them and based upon the needs of each case—full pay being the maximum amount to be given in any case.

The case of Mary Unger was referred to the Health Committee for action under the new principles.

Mention was made of the fact that Claude Pennington had agreed to attend Council meeting and to take an active part in the work of that body when he was reinstated on our payroll the first of the year. As yet he has not made good on that statement.

A special H. R. C. meeting was agreed upon for tomorrow—Saturday—from 9:00 to 12:00 A. M., to proceed with the work of allocating the funds recently appropriated for additions to the present salary payroll for this year.

Meeting stood adjourned at 10:50 P. M.

Special Meeting H. R. C., February 2

Meeting called to order by Chairman Lucas.

A resume of the percentage allotment of the salary appropriation in the light of the increased amount agreed upon by Council (total $18,000) as apportioned to the various items listed on the blackboard was given by the chairman.

Following this an introduction to the further work of setting new rates was given by Mr. Hapgood. General principles to govern our actions in these matters were necessary and our first attention was given to drawing these up.

The first item listed for consideration was "Increase in minimum salary rates" (a) single, (b) married. After considerable discussion of relative amounts needed to maintain a single individual in a decent standard of living and the amount available to cover this item it was agreed upon, tentatively, to raise the single minimum to $22.00 per week. The marriage differential of 50 per cent of this minimum raised that figure to $11 per week, or $33 in total.

The discussion of the needs of married women in our employ, whose husbands are working, followed this. It was taken by consent, after presentation of figures in regard to this, that married women in this classification should be retained at the present $19.00 minimum, unless special cases merited consideration of the $22.00 on needs. Such cases were to be handled individually by Council.

A tentative decision regarding the children's payroll allowance was agreed upon. This allows $2.00 per child under 16 years of age, includes up to three children, and makes a possible total of $39.00 per week. This covers the marriage differential and children's payroll allowance.

Married couples in our employ were next considered from the standpoint of limitation of the combined incomes of the two. Married men whose wives are employed by us on salary are excluded from participation in the marriage differential at present. The question was raised as to the advisability of further limiting the double incomes of the two on efficiency ratings. It was proposed that the combined incomes of two such persons should not exceed $44.00 or double the amount of our proposed new single minimum. There was a good deal of opposition to this expressed and the matter was dropped for the time being.

Another suggested exclusion from participation in the new single minimum was in relation to those under 20 years of age. This question was introduced but because of the lateness of the hour was tabled until the next meeting.

Advice was sought as to when salaried payment should begin for individuals accepted for salary. Agreed that our present practice should be continued—payment to begin the Friday following acceptance by Council pending medical O. K. If medical O. K. is deferred then the payment starts only after such condition is met. Otherwise Council acceptance designates the starting time as outlined.

Agreed to hold a special H. R. C. meeting Monday night, February 4th.

Meeting adjourned at 12:00 noon.

Special Meeting H. R. C., February 4

Minutes of the special meeting held on Saturday, February 2nd, were not written up yet so a summary of the work done—as outlined in figures on the blackboard—and the principles of payment agreed upon in that meeting, was given by the chairman and enlarged upon by other members for the benefit of those who had been absent.

Rediscussion of the proposed new minimums was the first consideration. While general agreement was expressed with the suggested single minimum of $22.00 per week and a marriage differential of $11.00 per week there was difference of opinion as to whether certain exclusions from participation in these new standards should not be set up.

Various points of view were held on questions which included:

a. Should married women on our payroll whose husbands are employed be excluded from participating in the new single minimum.

b. Shall we exclude payment of the marriage differential from any family where double incomes are enjoyed?

c. Shall we exclude payment of the marriage differential to men whose wives are gainfully employed—no matter how small a degree of income is derived from such a source?

After lengthy discussion of all these questions it was taken as the sense of the meeting that:

1. Married women whose husbands are employed should be excluded from participation in the new single minimum standard except in cases where special needs require attention—such cases to be considered individually by Council.

2. In the cases of married men whose wives are gainfully employed, when the combined income of the two persons in question equals, or is in excess of $33.00, participation in the marriage differential is barred. When the combined income is below that, the difference up to $33.00 will be paid as a differential. A simple questionnaire is to be made out and all individuals will file such information as is needed regarding incomes with the Bookkeeping Department.

Another suggested exclusion from participation in the new single minimum was that those persons under 20 years of age should not be included:

a. Because their needs on the whole were felt to be less than that of older members who would be affected.

b. That their attitude and work did not merit such further consideration at this time. Since this exclusion mainly affected a particular group of girls who have been receiving special consideration both as to hours of work and educational opportunities in special class work because of age requirements under the law for minors and the experiment in such education sponsored by Council, attention was centered upon them as individual examples for this exclusion. General criticism of them was offered both in regard to technical efficiency in their work in the plant and more especially their attitudes and lack of response as evidenced by contributions in Council and on the floor. Because it was felt that there were psychological factors to consider and that persons under 20 years of age were, in a sense, greater liabilities and required more supervision it was justifiable to make the proposed exclusion effective partly as a disciplinary measure.

It was taken as the sense of the meeting that persons under 20 years of age be excluded from participation in the new single minimum unless individual cases merited special consideration. Such cases Council would consider individually.

Next consideration was given to the needs of wage workers. The suggestion was offered that the single minimum wage rate remain at 30 cents per hour and a new wage rate of 50 cents per hour for married men be installed. Married women of comparable needs would be considered as special cases. It was proposed that these adjustments be made and charged against general payroll but that they be considered as no part of the present appropriation for salary readjustments. Both these proposals were accepted by consent. The two minimum wage rates will be single, 30 cents per hour; married, 50 cents per hour.

The next group requiring discussion was that classified as "special consideration for needs above the minimums." It was suggested that a committee of six be chosen to receive names of individuals proposed for such consideration—to investigate the claims and to bring back recommendations regarding same as soon as possible. This suggestion was adopted and the following committee was elected: A. D. Myers, Albert Hines, C. W. Knapp, C. E. Franz, Sophie Fischer and Dorothea Nord-Holt. Jack Evans will serve in an ex-officio capacity. Consideration in this category of special needs will be open to anyone upon application or nomination.

In connection with the problems of needs which face us all it was proposed that we consider employing—for as much of her time as is necessary to meet

our group needs—a budget advisor who will be able to give us expert assistance in the wise planning of our affairs as they relate to the proper use of money. It was thought preferable to have a woman do this because her contacts would be mainly with the wives of the employees or the women on our payroll, though men would be welcome to her services.

This suggestion met with general approval and it was taken as the sense of the meeting that such a course might be followed profitably. Because we lacked specific information regarding details in working out such a plan Mr. Hapgood was delegated to solicit as many facts as he could from budget advisors employed in banks in the city and report to the next Council meeting.

In regard to which Council's responsibility it was to consider payments in group 5 or "for efficiency alone," when individuals preferred such payment it was concluded to allow it to remain a duty of the H. R. C. for the time being.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting H. R. C., February 8

Meeting called to order by Chairman Lucas at 7:00 P. M. Minutes of the previous meeting were read and approved.

The first order of business was the report of the committee on special needs above the minimum made by Arlie Myers, chairman. This included recommendations covering seven cases, each case being considered individually as follows:

Eunice Watson, a young single girl, was found to be the sole support of her mother and herself. She is keeping a small house, which she rents, and has some expense due to medical care needed for her mother. The budget estimate, figured by the committee and based on expenses as submitted by Eunice, was $25.00 per week. The committee recommended that Eunice be paid a differential of $3.00 per week, or a total of $25.00 to cover her needs. After discussion and explanation this recommendation was accepted by consent.

Mary Shelley, another young single girl, was found to be the major support of a mother, an aged uncle, and a young sister who is still in school. These dependents live in a small country town in a house furnished rent free by a brother. All other expenses, including school supplies for the sister and medical attention for the mother and sister, are borne by Mary who boards here in town. The budget estimate, based on figures supplied by Mary, was $25.00 per week. The committee recommended that Mary be paid a differential of $3.00 per week, or a total of $25.00 to cover her needs. After discussion this recommendation was accepted by consent.

Emma Bailey, a married woman, was found to be the sole support of her husband and herself. Mr. Bailey is afflicted with locomotor ataxia and is incapable of working, other than performing light tasks about the house. The couple own their home but all living expenses are met by Mrs. Bailey. The budget estimate, based on figures submitted, was $22.00 per week. Mrs. Bailey would be excluded from participation in the new single minimum standard by reason of her married status and retained at $19.00 per week. The committee recommends that she be given the $3.00 per week, or a total of $22.00 to cover her needs. After some discussion, during which the question was raised as to whether Mrs. Bailey would not be entitled to the marriage differential, it was taken as the sense of the meeting that the recommendation be accepted. It was explained that Mrs. Bailey could apply to the bookkeeping department any time for the mariage differential payment after which it would be the responsibility of that department to either pay it or bring the matter to Council for decision.

Emma Nutter, a widow, was found to be the chief support of a semi-invalid son and herself. She rents a house and supplies everything needed for herself and her son except the son's clothing. This one item he is able to earn for himself. The budget estimate in this case, based on figures submitted, was $25.00 per week. The committee recommended that Mrs. Nutter be paid a differential of $3.00, or a total of $25.00 per week to cover her needs. After discussion it was taken by consent that this recommendation be accepted.

Chloe Meharry, a young single girl, was found to be the chief support of her mother, her father and herself. Her father is aged and unable to work. Her mother is aged and chronically ill. needing special medical care almost constantly. A sister lives with the aged couple and cares for them, in a small country town. Chloe meets the expenses of these dependents, and lives here in town where she shares living expenses with another girl, the two maintaining a home together. Upon figures submitted or approximated, by Chloe, and the amount stated by her as an estimate of her needs the committee recommended that she be paid $27.00 per week, or a differential of $5.00. After discussion Council decided that Chloe had placed the estimate too low and it was suggested that the differential be increased to $8.00, making the total $30.00. After further discussion the committee recommendation was rejected and the latter figure accepted by consent.

Cecil W. Knapp, a young man, single, had requested consideration on the basis of maintaining a standard of living which his training and work had made necessary, at the same time attempting to liquidate a debt contracted in order to attend college. The money was owed to his father and the unpaid portion amounted to several hundred dollars at this time, a recent series of illnesses suffered by his father, and financial obligations incurred as a result of them, made the earliest possible repayment of the debt advisable. Relief from worries was a consideration. The committee estimated a partial assuming of the responsibility for this debt, contracted before Knapp came to work for us, would be met if he were to be paid $25.50 or a differential of $3.50 per week, which could be applied against repayment of the loan. Its recommendation to Council was on this basis.

After considerable discussion as to the actual needs of the case, and the advisability of assuming responsibility for outside debts and in a sense setting a precedent in this matter, it was suggested by Mr. Hapgood that perhaps Knapp might be allowed to re-enter the sales department and go out on road work again. It was stated that it was possible, through careful planning and economical living, for a salesman of ours to not only live on his traveling expense allowance but even save part of it. This would enable him to save the whole of his salary check. Knapp said it was agreeable with him to go back to sales work from the Kitchen department where he now is. The Production department agreed that such a transfer could be made quite well without crippling the force very much. The Sales department could use Knapp's services to advantage for a while and would arrange work for him on the road. Red agreed to do his best to liquidate his debt as quickly as possible through the savings which he could effect in this manner. Such a procedure was agreed to by Council and it was taken by consent that Knapp's salary remain the same for the present.

Jack Evans, a married man with a wife and infant son to support, was considered on the basis of a higher standard of living being necessary to maintain his family in comfort and health than his present salary of $35.00 per week affords. He has been married only a short time. The expense of furnishing and maintaining his household has created debts. His wife's health is not robust, and the addition and care of a son has added other financial burdens. Because of previous training and experience Jack's wife has become accustomed to a slightly higher standard of cultured requirements and physical needs than is enjoyed by the general average of our group. All these factors were given consideration and a budget estimate, based on figures obtained from Jack, was set at $40.00 per week or a differential of $5.00 per week to cover his needs. After somewhat lengthy discussion, during which the explanation of higher standard of living was attempted, Council accepted the committee recommendation by consent.

One other case was left on the agenda of the committee but could not be reported on. Isaac Davies has been considered but complete information about his needs was lacking because Isaac had been ill and was away from the plant during the past week. The opinion of Council seemed to be that Isaac's case would be handled in the same manner that we handled the case of Knapp, since Davies is on the sales force, too.

After a brief recess it was agreed that these differential payments for needs above the minimum should be made by separate check, the same as the marriage differential and children's allowance payments are made.

The next general topic introduced for discussion was "payment on the basis of efficiency." A list of questions in regard to this had been drawn up and presented to each member of the H. R. C. for consideration and study. These were to be supplemented with any other questions which occur to anyone. Those presented were as follows:

1. Is an employee entitled to a larger salary than he is now getting because a similar position in a non-cooperative enterprise pays more?

2. Should we compare his present salary with that of his predecessor?

3. Shall we compare his salary with the salary of other employees? (a) with those below him in position; (b) with those above him?

4. Should his salary be affected by the fact that other employees, because

of the marriage differential get more in total than he does?

5. Should outside, or preparatory training be considered in fixing salaries?

6. Does it necessarily follow that length of service makes an employee more efficient?

7. Does it tend to hinder, or block, initiative and the acceptance of responsibility to limit, or hold down, incomes, and by not stressing efficiency?

8. (a) Shall increased efficiency be paid for in direct proportion to the increase; (b) or shall the rate of increase lessen as the income grows?

There was preliminary discussion on questions number 2 and 4 both of which received a unanimous, tentative answer of *no*.

There was arranged a special H. R. C. meeting for tomorrow, Saturday, from 9:00 to 12:00 A. M., for further discussion of this whole matter. The meeting stood adjourned at 10:45 after the introduction of the visitors of the evening.

Special Meeting H. R. C., February 9

The reading of the minutes of the previous meeting was dispensed with and the first order of business called for by Chairman Lucas was a continuation of discussion of the questions listed regarding "Efficiency Ratings."

Listed in order, with a summary of the general discussion regarding each one, these were as follows:

1. Is an employee entitled to a larger salary than he is now getting because a similar position in a non-cooperative enterprise pays more? The answer to this was a unanimous no. The reasons given were: (a) that our principles of payment differ radically from those employed in such enterprises and any such comparison of rating would be out of line with our general policy; (b) if any individuals prefer such efficiency rating as is normally applied in "supply and demand market" measurements they have recourse to the plan of payment based purely on "efficiency" as it is usually figured in such enteprises.

2. Should we compare his present salary with that of his predecessor? Answer—unanimously—no.

Reasons:—(a) there would be no value in such measurement since performance of the individual in the job is the essential guiding rod and rates paid to former workmen have no direct bearing on this; (b) various standards of measurement have been applied in past ratings, in some instances being a combination of needs and efficiency, to which the present incumbent is not necessarily entitled because the individual cases are not comparable.

3. Shall we compare his present salary with the salaries of other employees? (a) with those below him in position; (b) with those above him? Answer to both parts—"Yes," though there was some difference of opinion on this. It was held by one member that only the latter half should be applied since it is the better policy to compare oneself with better workmen in order to emphasize need for self-improvement.

4. Should his salary be affected by the fact that other employees, because of the marriage differential, get more in total than he does? Answer—unanimously—No. The reason given being that any differentials paid for needs are not to be confused with efficiency ratings.

5. Should outside, or preparatory, training be considered when fixing salaries? At first this question was answered negatively but was finally ruled out of consideration on the basis that any such preparatory training would naturally be reflected in the individual's performance and as such would be rated accordingly to the general principles governing our measurements.

6. Does it necessarily follow that length of service makes an employee more efficient? Answer—unanimously—no. After a certain peak of efficiency in performance is attained in this manner, and maintained for a period, it is followed by a decline due to natural causes usually.

7. Does it tend to hinder, or block, initiative and the acceptance of responsibility, to limit or hold down incomes, and by not stressing payment for efficiency? The answers to this were yes and no. The conclusion was that it depended upon the individual's acceptance, or understanding, of the principles underlying such curtailment of monetary rewards for service rendered. Spiritual good or ill effects would be determined largely by the attitude taken toward the principle of greater emphasis being placed upon needs and lesser emphasis given to "efficiency" on a basis of payment.

8. Shall increased efficiency be paid for indirect proportion to the increase; (b) or shall the rate of increase lessen as the increase grows? The answer to this was unanimously no to the first, and yes to the second half. This is in

line with the general principle of greater emphasis being placed on payment for needs and less efficiency, tending toward greater equity in the whole matter of salaries.

After a brief recess the next step suggested was that we choose a group of from 6 to 10 persons—attempting to get some estimate of comparative ratings using them as measuring rods against each other. This suggestion was adopted and ten names chosen representing different strata of efficiency as rated at present. There were Knapp, McHarvy, G. Hendricks, Young Wm. H. Hines, Nord-Holt, A. Myers, Evans, A. Hines and Hapgood.

After brief discussion it was agreed that the unit of efficiency would be our new minimum of $22.00 starting with Knapp as approximately correct at 1 and A. Hines rated as 10+, (using 10 as the top) the others were given these tentative comparative rating: Knapp, 1—; McHarvy, 2—; G. Hendricks, 3; W. H. Hines, Jr., 4—; Nord-Holt, 8—; Evans, 8—; A. Myers, 10—; Franz, 10+; A. Hines, 10+; Hapgood, 10+.

It was suggested that a committee be elected to work on efficiency ratings in the manner of recent procedure regarding special needs above the minimum—bringing in reports and recommendations to the H. R. C. for consideration. This course was agreed upon and the following committee was elected: A. Myers, A. Hines, Herner, Nord-Holt, Franz, W. Mullen, Lucas and Evans, ex-officio.

Regular Meeting H. R. C., February 15

The first order of business was a discussion of the instructions of the H. R. C. to the committee appointed to work on efficiency ratings. This was asked for by the committee because there seemed to be some difference of opinion as to what was expected in the matter of who should be considered for re-rating. Some members were under the impression that only those persons who cared to apply for payment on "efficiency alone" were to be considered, and rated on that basis. Others thought that only those not affected by the new differential payments for needs were to be re-rated. Still others thought that the committee was charged with re-rating the entire payroll. The latter conclusion had been reached by belief that such re-rating was to conclude the work of the former "salary key" committee and that such a general re-rating would show how each person stood in comparison with his fellow workers in relation to efficiency in performance.

After a lengthy general discussion it seemed obvious that the opinion of the group was that the committee should consider the entire salaried payroll and bring in recommended changes in efficiency rating for the whole group. This was taken as the sense of the meeting after a careful individual canvass of opinions of H. R. C. members, and consideration of views of non-members.

The next question asked by the committee members regarding this matter was, "Shall we show decreases as well as increases in efficiency ratings when such seem merited?" Division of opinion prevailed again on this point. The majority was in favor of "no reductions" in ratings. A minority was in favor of showing reductions if we showed increases since there was no other logical course to follow. The reasons given for not wanting reductions made were chiefly centered on the ill effects suffered by individuals whenever decreases were made. Instances of the effect of such procedure, when it had been practiced within the group some years ago, were cited as proof of the spiritual harm such a course affords. These were offered by those members who are older and who were part of the group at that time. Several of the younger members opposed the policy of not showing reductions as being unfair and based on sentimentality. The contension on this was that if we continued to pay people of both standards of needs and efficiency then, when decreased efficiency was apparent it should be noted as well as increased efficiency was. For those whose standards of living were such as to *need* retention of the income received there would be possible a differential check to cover the amount as between the decreased efficiency rating and the present income. This latter course would be especially applicable in cases where the reduction in efficiency was due to physical and mental decline, and would, in reality, be a partial pension payment to cover needs. The majority opinion remained opposed to noting reductions, however, and it was taken as the sense of the meeting that no decreases in efficiency were to be rated. Such persons as could not be advanced in efficiency rating were to be allowed to stay at the same rate for the present.

Discussion was asked for again on the question of limiting the combined salaried incomes of married couples on our salary payroll.

After quite lengthy discussion it was agreed "that the combined incomes of married couples on salary in our employ shall not exceed $55.00 per week." This figure was taken because it represents the total of our present single minimum, and our present married man's minimum, of $22.00 and $33.00, respectively.

The reason for this limitation was that, in line with our general policy of restricting the incomes of those at the top in favor of those in the less well paid group, it was logical to restrict the combined incomes of salaried married couples on the same basis.

The next matter of business was a report from the Health Committee. Mr. Herner, chairman, stated that Mary Unger, a wage worker, had been away from the plant for about two weeks on a rest cure advised by our doctor and that she had been paid for the time lost.

For the third time Mary Unger's name was presented for discussion regarding her qualifications for salary. The H. R. C. turned the case over to the committee on salary recommendations for consideration again.

Henry Kessler requested a leave of absence without pay for from two to four days, February 21st to February 26th, to attend a business convention at Columbus, Ohio. His department leaders were willing to grant the time needed and it was taken by consent that his request be granted.

Miss Franz reported that the budget advisor, Miss Elizabeth Cowan, would be willing to come to the plant next week if arrangements pending could be completed and the group still wished her to. Final arrangements have not been made. It was the sense of the Council that Miss Franz be instructed to invite Miss Cowan to come next Thursday afternoon and that small groups of people would be released at a time in order to hear preliminary explanation of her work from her. Later arrangements could be made after group reaction to her first visit could be gathered. Miss Franz was asked to give a report of whether Miss Cowan is coming (in the dining room at noon on Tuesday, if possible) so that persons could be lined up for these preliminary interviews and arrangements be made to release them from their work for this purpose. It was thought advisable to ask Miss Cowan to set whatever rates she will charge us for her services on a daily basis. Further discussion of this matter will be had at the next meeting.

Howard Herner, head of the bookkeeping department, had prepared a simple questionnaire for each person to fill in regarding matters of income. This information is needed because of recent decisions regarding payment of differential and children's allowances for needs, and records must be available in the bookkeeping department. The questionnaire, as drawn up, was accepted by Council. Each salaried person on the payroll will be requested to fill in one of these blanks.

One application for H. R. C. membership had been received by the chairman and was submitted for consideration. This was made by Albert Armstrong. After brief discussion it was taken by consent that Armstrong be accepted as a member.

Three H. R. C. members had been absent from two consecutive meetings and the chairman had a report on them. McMechan and Gray had been ill. Kessler had been away because of urgent business caused by the recent death of his wife.

The chairman called attention again to the fact that the two men, Pennington and Chambers, were still not attending, and participating in Council activities as they had agreed to do.

Regular Meeting H. R. C., February 22

The meeting was called to order by Chairman Lucas following a brief Business Council Meeting. The minutes of the previous meeting were summarized and accepted tentatively.

The first order of business was a report from the Salary Recommendation Committee made by Arlie Myers, chairman. The first case reported on was that of Mary Unger, whom the committee was asked to reconsider at the last H. R. C. meeting. After a very careful investigation, which included interviews with a number of people with whom Mary worked, as well as Mary herself, it was the recommendation that she be not placed on salary at this time. Discussion was asked from any one who had an opinion to offer regarding this case because it had been considered twice already. While the general opinion seemed to be that Mary needed work rather badly she had not shown the interest nor improvement in her work which might justifiably have been expected. It was taken by consent to accept the committee's recommendation. The next question was, "Shall we retain her on wages for a while longer, or shall we release her on the grounds that she

seems not likely to qualify as salaried material?" One or two members were in favor of retaining her on probation for another month. Several were opposed to any definite time limit for probation. Some were undecided as to the wisdom of retaining her any longer in our employ. Finally, because there seemed to be an even chance that Mary will be able to make good and improve her work and attitude sufficiently to warrant such consideration it was taken by consent that she be retained on wages indefinitely, under the jurisdiction and at the discretion of her department leaders as to further action.

The next case reported on was of Sylvester Clark, who it at the present working in the capping room. The investigation showed that he was a very good workman, steady and reliable with good qualifications as to his technical performance. On this basis he was recommended to be placed on salary. The discussion which followed brought out the fact that Clark has not shown any particular interest in, nor aptitude for Council work. Whether or not these qualities would be forthcoming was problematical. It was expressed that he should be encouraged to come to Council meetings and urged to participate in the work of that body to the extent of his ability. After these points had been made it was taken as the sense of the meeting that Clark be accepted for salary pending medical examination.

The resignation of Mrs. Ophia Lewellyn was presented by Miss Franz for the Health Committee. Mrs. Lewellyn has been on a leave of absence for the last several months on account of her health. Her resignation was accepted by consent.

The committee on special needs presented a report on the case of Ruby Hawkins which has been pending for several weeks. Arlie Myers, chairman, stated that because Mrs. Hawkins is a divorcee who has been granted alimony of $10.00 per week by court action it was thought that the payment of the marriage differential and children's allowance would be inadvisable in this case. Although the alimony payments have been made only three times in seven months and the ex-husband is out of the state at present the money can be paid retroactively and there is no legal certainty in the matter of nonpayment. Because of all these uncertain factors and the precedent it might be setting in matters pertaining to divorce it was recommended that Mrs. Hawkins be considered as a case of special needs and given $25.00 per week, or a differential of $3.00 above the present single minimum. This figure was reached after the same careful consideration of the needs of Mrs. Hawkins based on estimates submitted by her. She has two minor daughters to support besides herself. There was some discussion as to the equity of withholding the payment of the marriage differential and children's allowance in this case while granting it to a widow or widower of like economic responsibility. It was taken by consent, finally, that the recommendation of the committee be accepted.

Following this decision, and brought forth by it, a suggestion was made that all widows and widowers with dependents be considered as cases of special needs rather than treated as at present by the automatic application of the marriage differential and the children's allowance. There was considerable discussion of this and it was taken by unanimous consent that this suggestion become a working principle as from tonight. There was a decided opinion as to whether the two persons on our payroll who are now being paid on the old basis should be reconsidered under this new ruling. Because of the fact that the newly established rates of pay become effective one week ago and the first salaries under those rates were paid today, and because our general principle has been to effect no reductions in salaries, the majority were in favor of no re-rating of those two individuals under the new ruling and this was taken by consent. However, there was a minority of opinion registered against this exclusion.

A report on the first visit of Miss Elizabeth Cowan, our new budget advisor, was made by a group of persons who shared in the first interviews held yesterday, February 21st. All those who spoke were very favorably impressed by Miss Cowan's personality and presentation of subject matter. Upon the recommendation of these people it was taken by consent that we ask Miss Cowan to continue her weekly visits to the plant as long as she conveniently can—which will be until about April 1st. Her charge of $15.00 per day, giving us her time for approximately three hours each visit was consented to as well. This will mean, roughly, $100.00 for the length of time she can accommodate us.

The Payroll Department asked for information regarding the new married men's wage rate of 50 cents. Should this be taken as including a differential for needs? The answer to this was yes.

In that case was a married man on wages, whose wife was gainfully employed, entitled to this differential payment? The answer to this was no.

Ruth Lohman had asked for the privilege of taking a leave of absence without pay next week to attend some urgent business in Wisconsin. This request was granted by consent.

The Stock Selling Committee reported that Dick Colter had requested that the company buy stock up to $100.00 worth or preferred stock which he holds—if and when he needs the money. His wife is ill and emergency measures may be necessary in the matter of hospital and doctor bills. It was recommended that we grant this request and it was taken by consent that we do so.

Jack Evans reported that no definite word had been received from Carl Phillipi as to whether he will come to work with us or not.

The next matter introduced for discussion was that relating to the principle of payment for vacations due up to the time of leaving our employ. A committee of three was appointed to study the whole problem of vacation allowances and principles governing same and to bring in a suggested solution or recommendation concerning this. Those appointed were Jack Evans, Ken Lucas and Dorothea Nord-Holt.

The introduction of the visitors of the evening was next in order and several of these offered comments. Frank Eustis, a popular member of our Columbia group, who has been away from the plant doing sales work these past five months, spoke briefly. He leaves again immediately for a Canadian trip.

Mention was made of the work of the "Committee on Efficiency Ratings." It was explained that all the payroll had been gone over and tentatively re-rated, with the exception of the salesmen, Howard Herner and Jack Evans. Because all of these men were doing work more or less unfamiliar to the committee members they thought it advisable to ask Mr. Hapgood to suggest ratings for them since they all come directly under his supervision. Consequently pending a reply from Mr. Hapgood, who is at present on a sales trip to Florida, the complete report will not be ready. No definite date for submitting this finished tentative rating could be promised but it was expected that it would be ready in a week or two.

The meeting stood adjourned at 10:30 P. M.

Dr. Price's Practical Paragraphs

By John Edwin Price

There is a great longing of the human heart, namely, the longing for assurance that one amounts to something—especially in the eyes of his fellows.

* * *

This longing for recognition is like other qualities, stronger in some people than in others—yet it is present in all. Everyone likes to feel that he amounts to something—that he as an individual counts.

* * *

The restlessness in the labor world today is, I believe, in no small degree due to a submersion of the personality in this "machine age."

* * *

No man in industry likes to be lost in the maze of things—to feel that he is just another cog in a vast machine.

* * *

In man's climb from savagery to slavery, from slavery to serfdom, and from serfdom to civilization the greatest hardships have been endured, the severest martyrdoms have been suffered, in the interest of liberty of expression of the individual as such.

* * *

Wise is that employer who, recognizing this elemental longing of human nature, provides for its satisfaction by furnishing an outlet for the expression of individuality. Old tensions and suppressions are released, initiative and enthusiasm and energy and power and talents are developed.

* * *

The greatest waste in America is taking place because of an attitude of some employers toward superintendents, superintendents toward foremen, and foremen toward the workers.

* * *

As no two objects can occupy the same point of space at the same time, so especially two opposed types of thinking cannot be in the mind at the same time. If one is thinking negatively of fear of his employer, or is worried over his job, he cannot be thinking constructively as to methods and means of doing his work better, and thus saving and making money for the concern of which he is a part.

Not only the greatest inventions of the ages but also the finest short cuts in operation have come, so to speak, from the bench. We would have arrived at this age of efficiency sooner and would have been far in advance of it today, had more American workers felt thoroughly at ease at their work, to say nothing of being happy in the thought that they were receiving all that could possibly be paid them out of the amount they were earning for their company.

* * *

Not that there is not room in every organization and *need*, at the present development of human nature, for discipline, but that the dominant overlordship attitude has been overworked.

* * *

Heretofore we have had about 80 per cent bossism and 20 per cent understanding and co-operation, whereas the percentages should have been just reversed.

* * *

The greatest waste in America today is not in the untapped oil fields, 'neath the sands of Utah and Nevada, nor in the untouched coal mines 'neath the snow-capped peaks of the Rockies. The greatest waste in America today is the untapped initiative, enthusiasm, inventiveness, and eager co-operation of the worker who feels that he is continually dominated by force.

* * *

"The greatest study of the next 100 years," says H. G. Wells, "will not be electricity, or radio, but a study of the reactions of the human mind." The greatest executives, superintendents, and foremen of the future will not be technical men only, but those who understand human nature and its possibilities as well as material substances and their possibilities.

BUSINESS COUNCIL NOTES

Regular Meeting, January 25

The minutes of the previous meeting were read and approved after which the Executive Committee gave a report through Howard Herner of its discussions relative to payment for Credit Union work. The following letter was read as coming from Messrs. Lucas, Shelley and Smith.

"It is the unanimous opinion of the undersigned that it will require, upon a conservative estimate, five hundred man-hours to take care of the work of the Credit Union for the year 1929. This estimate is based upon the experiences of the past four years and allowing for a 10 per cent increase in volume of business for the present year.

The estimate given by Mr. Herner at our last Council meeting as to the cost of doing this work, paying for it at the rate of forty cents an hour, was as nearly accurate as is possible. That means that a person receiving a bonus of one hundred dollars will be asked to pay one and one-third per cent, making one dollar and thirty-three cents as his or her portion of the Credit Union expense for the year.

The Farm Cost accounts and the Credit Union work will be divided between the undersigned in such a manner that will be entirely satisfactory to each one of us.

We coincide with the Executive Committee in its opinion that this work should be done outside of company hours and doing so will somewhat relieve the congestion caused by endeavoring to crowd this work into spare moments during the working day."

There was a fairly long discussion following the report and the reading of the letter and finally the committee's recommendation that the company assume the obligation of paying for clerical work done in connection with the Credit Union on the following basis was accepted: That the company advance $200.00 to those who perform the work of the Credit Union, the same to be deducted from the employees' payroll dividend for the years 1928 and 1929.

In order to insure whether such a procedure be legal, Howard was asked to consult Mr. Welliver, our attorney.

Miss Franz gave a report upon future tomato soup orders which had been received to date, after which Mr. Hapgood asked that from 15,000 to 20,000 cases of tomato soup, No. 1's and No. 10's, be set aside to be sold at January prices for new accounts that will probably be opened in connection with the four systems, Red and White, Plee-Zing, Clover Farm and Jobbers' Service, Inc. Mr. Hapgood's request was conceded to unanimously.

A report was given by Arlie Myers and Albert Hines dealing with their experiences at the Chicago Canners' Convention. They stated that they derived considerable benefit from their attendance at the convention and believed that what they had learned would be of great benefit to the group during the course of the next year or so.

The question of finding some im-

proved ways and means of handling our garbage which was brought to the notice of Council by George Gregory was disposed of by referring it to the Mechanical Department, urging it to see to it that the present method be improved on immediately.

Regular Meeting, February 1

After the reading of the minutes, Howard Herner gave a report to Council dealing with his interview with our attorney with reference to legality of our deducting payment from the employees' payroll dividend for the purpose of meeting Credit Union expenses. This procedure, it was stated, would be quite legal providing our employees indicate their willingness to contribute by signing documents or contracts stating that he or she agreed with the proposal.

The matter of the liability of the company in the case of damage to cars parked on its premises was explained by Mr. Welliver as being one in which the company was obligated to pay for damages done unless it placed signs on the premises stating definitely that cars were parked at the owners' risk. Arlie Myers reported that such signs had been placed on the premises and each employee was asked to make it known that in future the company would not pay for damage done to any car.

The election of a trustee to fill the vacancy left by the late Frank Bolser was carried out by Council accepting the nomination of Walter Mullen.

The desirability of increasing our appropriation for salaries from the $10,000 figure reached at a previous meeting was next brought before the meeting. After a fairly lengthy discussion it was decided to advance the amount to $18,000 and the matter of its distribution was left to the H. R. C.

Regular Meeting, February 15

The meeting of February 8th, dealt with only one minor matter and the minutes showed that that had been handled by the department heads. It referred merely to the need for fifty additional flats in the shipping room.

The first order of business at this meeting was a report by Miss Franz that volunteers for work at the office switchboard on Saturday morning seemed scarce. It was stated that this was a duty to be performed in turn by all workers in the plant as well as in the office and the responsibility should be shared by everyone.

A report was given on the August orders which had been received to date and these showed a very appreciable increase over the orders received for August of last year. It was stated that we should prepare ourselves for considerably more work to meet these new orders than we had hitherto been accustomed to.

Several members of Council attended the Credit Union meeting held at the Athenaeum two days previously. They listened with interest to several talks made of the progress attained by several credit unions throughout the country and of the progress made in general by the Credit Union movement.

Mr. Herner called Council's attention to the need for care in removing rubbish from the premises. He stated that we should take every care to reduce the possibility of a fire and this can be done by paying attention to the matter of allowing rubbish to accumulate in various places around the plant.

The head of the Mechanical Department gave a report on the new machinery which had been ordered. Some of it had been received and some of it is expected to arrive in the near future. The report was accepted by Council and the meeting adjourned.

Regular Meeting, February 22

Minutes of the previous meeting were read and approved.

The first order of business to be brought up was a discussion of production and cost figures compiled by the treasurer of the company. Several questions were asked and answered.

The next order of business was a report on August orders received to date. Up to February 22nd, we had received orders from 98 customers. Sixty-three of the 98 customers bought last year and our increase this year over last year was 8,612 cases or 43.7 per cent. The 35 customers who did not buy last year, including new customers, ordered 5,690 cases. This makes the total number of cases for those same customers for 1928 19,700 cases and for 1929, 34.002—an increase of 14,302 cases or 72.8 per cent.

Arlie Myers reported that the flats have been ordered and are in the making. Howard Herner reported in this connection that he had seen several flats around the factory on which raw materials were stacked, and that perhaps we might arrange to move these materials elsewhere and thus make it possible to use these flats for more important purposes.

No further business the meeting was adjourned.

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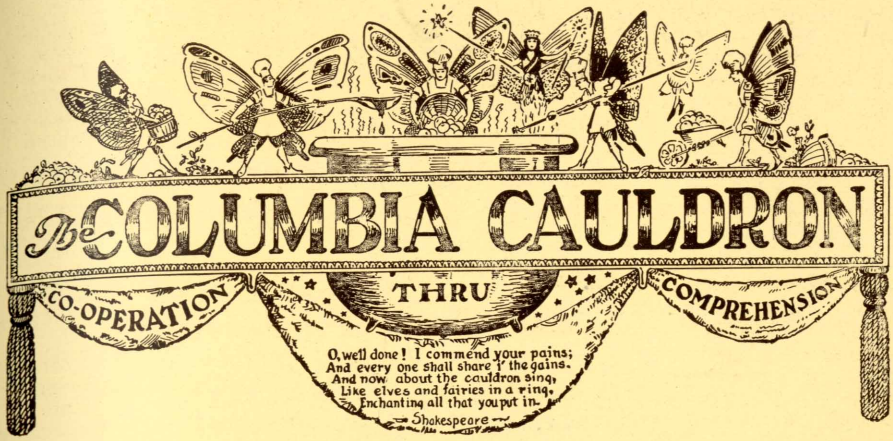

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INDIANAPOLIS

Ecstasy

Great Gift of God, the years and days
Of life's rich heritage I praise;
On manhood's sloping summit, I
Sing of life's growing ecstasy.
Sing of life's growing ecstacy.
What though the sun slopes to the west,
The coming days shall be the best.
The wisdom that the years have brought,
The mellowed gains of ripened thought,
Shall be to me an open door,
Through which I enter to explore
The unknown deep forevermore.

—Henry Victor Morgan.

THE COLUMBIA CAULDRON

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THE SCIENTIFIC AGE!

The present era is often called "The Age of Science." It is true that as never before, men of science are searching for new knowledge and for more effective ways of controlling and using the physical things which make up our environment. We have become so accustomed to new discoveries and inventions, and although we may exclaim with surprise at them, we are no longer skeptical of the ability of science to revolutionize our physical environment and on the whole we are quick to accept the changes that come as a result.

There are, however, those who feel, that in spite of the rapid progress and great gain in new knowledge in many fields that this is not, after all, a truly scientific age. This great search after new knowledge has confined itself almost entirely to the physical world, leaving untouched, in the main, the social field, or that specific set of problems, which arise from our desire and need of living together in harmony and happiness.

Recently a large number of people have turned their attention to a consideration of these problems of human relationships. Every day new books are being published which deal with labor, race, sex, and international relations. Lecturers are never wanting who will speak upon any and every phase of any problem of a social nature. As it happens, while I sit in my hotel room trying to write this article, a group of people are gathered in an assembly room across the hall listening eagerly to a lecturer who is holding forth there and telling how our welfare is directed by the relative position of the stars, and how we may predict and prepare for catastrophies by means of astronomy. At this same moment there are probably scores of other speakers telling other groups of people how all of our difficulties may be solved by adopting socialism, communism, the Mormon faith, or by repealing the eighteenth amendment.

We cannot doubt the sincerity of these people in their search for a perfect society in which everyone will be happy, and there is much of food for thought in many of the things which have been written and said.

But to what extent are they scientific? Are their theories of the perfect society and how to establish it, built upon scientific knowledge which has come to them through research and experimentation? Or, are they all in the class of the lecturer across the hall who is, at the moment, telling her audience that, by a glance at the stars each morning, we can foretell what the day holds in store?

There are those who look upon our experiment at the Columbia as a rather pettifogging affair that cannot last long, because no similar organization has ever lasted. And even some of those who are in sympathy with our program tell us we are like the flea attacking the camel. But regardless of how long we last or how small or how large we may become, we can say that we have gone into our laboratory and put our theories to the test, and what we have to offer as a result are facts which we learned in that laboratory, not upon the whim or caprice of a psuedo-social scientist, who can give us ready made, a program, which if followed, will usher in the millennium.

If this were truly "The Age of Science" we would be searching as diligently for knowledge concerning human relationships, as we now are for ways of making cheaper automobiles. The socially minded would be experimenting with new plans of social organization, rather than trying to gain adherents to their own particular social beliefs. Instead of compiling blacklists of those people who suggest new theories of government or industrial control, we would provide them with the means of trying out their theories, much as universities now provide laboratories and materials for the scientist who advances a new theory in chemistry or physics.

Red Knapp.

"Hey, Restus! Lemme present mah wife to yuh!"

"Naw, suh! I's got one of mah own."

EDITORIAL

We have talked so much about co-operation that our vision of what it means in actual everyday life is becoming a little blurred and dimmed because of the very frequency with which we use and hear the term. Within our organization it has become a commonplace. Therefore, to use a word having almost the same meaning—a synonym—will help us to regain a clear-sighted view of what co-operation means and what it involves.

Collectivism is the name given to a creed which has flourished in various parts of the world for many years, and that creed is one which places emphasis upon the advantages which arise from group action or collective action by the individual members of a group, at any and every time. Believers in the philosophy of collectivism are those who have seen very clearly that the individual in any society and particularly in modern society, with its infinite complexity, is just as weak and helpless as a babe in arms, and is now in a less favorable situation to help himself because of this complexity than ever before in the history of man.

The collectivists believe in doing things collectively.

They believe in doing things together whether it be the buying of food and clothing, the building of houses or the running of an insurance organization. In a phrase the collectivist philosophy is:

"All for each and each for all," and that phrase is the key to an understanding of their every deed, word and thought.

The simplicity of their faith and policies, coupled with the obvious common sense of their position in face of the social situation of every community today makes one wonder why there are so many people who are not collectivists and who never give a thought to the theories underlying collectivism.

The chief reason for there being a great many people who look askance at collective action is the belief so many people hold that the individual—because he is the unit of which the group is made up—is supreme and all-important.

In a sense that belief is well founded for it is quite certain that if the individual perish then the group must perish, too.

But, we must not forget the helplessness of the individual as such, and that leads us to say that as an individual without collective support he cannot live, he must perish. If anyone thinks this to be an exaggeration let him imagine what would happen to a solitary man or woman withdrawn from among his fellows and thrown upon his own resources.

Such a man would not perish immediately but he would be reduced to a state of rude savagery and even though he be a strong man his end would soon come. The myth of individual supremacy ought to be apparent to all who give the matter any serious thought. Man has become civilized, has conquered the world and nature precisely because he has ceased to a greater and greater degree to be individualist and become in conduct if not in much of his thinking a collectivist.

It fans a man's vanity to open flame to think of his own individual strength, to talk of himself as "master of his fate, and captain of his soul." No man is master of his fate, for his life is conditioned by a thousand circumstances from his cradle to his grave and over these he has little or no control.

Whether a man is a physical giant, muscular, brawny and intelligent, or whether he is not any of these, is largely a matter of what his parents and his grandparents were and what their material circumstances were and whether a man is healthy and virtuous or the opposite depends largely upon the treatment he receives in the first tender impressionable years. A strong and healthy infant may, because of bad surroundings, grow to be a very unhealthy man and may become the father of half a dozen unhealthy children.

Unhealthy, listless and inefficient people do not look with pride upon themselves nor do they sing praises to their faults. Why should strong, healthy and efficient people be charmed with their own good qualities and with the success which the exercise of such qualities brings to them? There is no reason for it except that man has a most powerful tendency to think well of himself and to exaggerate his own powers whilst underestimating his own short-comings.

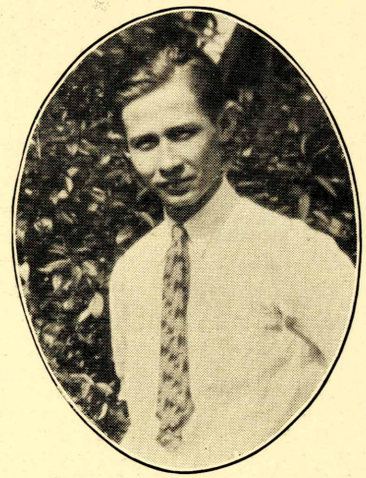
A man may be powerful, strong, healthy, courageous and wise or he may be weak, unhealthy, timid and mean—but whether he be the one type or the other is so much a matter of good or bad fortune, of chance, of accident that it becomes very difficult to hand out praise or blame to him. One thing is certain; it is that a man standing alone is infinitely weaker, more fearful and less healthy than a man surrounded by his fellows—a man as a member of a social group receiving continuous support from the group and, in turn, giving to the group whatever he has to contribute.

The growth of man's capacities in the direction of all that is good and noble has come from his collectivist activities. We rightly urge the individual to follow good precepts and examples. We do so for two reasons, the first being that we believe the individual owes a debt to society which he can never repay in full, and that part which he can repay will be the measure of good he can confer upon his fellows by upright and virtuous social conduct; the second is our belief —nay, our knowledge—that the great and the good society of the future will be made up of great and good individuals.

We have accomplished great things by acting collectively. Heretofore most of us have participated in group life without an awareness of the benefits arising from collectivism. We can achieve much more in the future by a conscious collectivist life—an acting and working together with a definite knowledge that we do so because it is a superior and more effective way of living. We must banish from our minds the myth of individual supremacy and bow to the ascertained knowledge that without society the individual can do nothing and that as a member of a society conscious of high purposes he can reach unimagined heights. To succeed in life we must be conscious and conscientious collectivists.

MILLION AND A HALF FOR CONSUMERS' CO-OP

One of the most promising sections of the American consumers' co-operative movement is that covered by the Co-operative Central Exchange of Superior, Wis., which is the wholesale organization of a group of co-operative stores in Wisconsin, Minnesota and Michigan. The Exchange has been increasing its sales each year. It sets an objective in advance, and has so far invariably reached it. Last year its objective was $1,500,000 in sales. This objective has been more than passed, for sales in 1928 amounted to a total of $1,517,813. This represents an increase of 21% over sales for 1927. The slogan which the Co-operative Central Exchange has now adopted for 1929 is "One and three-quarters million dollar sales."



MR. KENNETH L. SMITH
Of the Bookeeping Dept., Columbia Conserve Co.

A CORRECTION

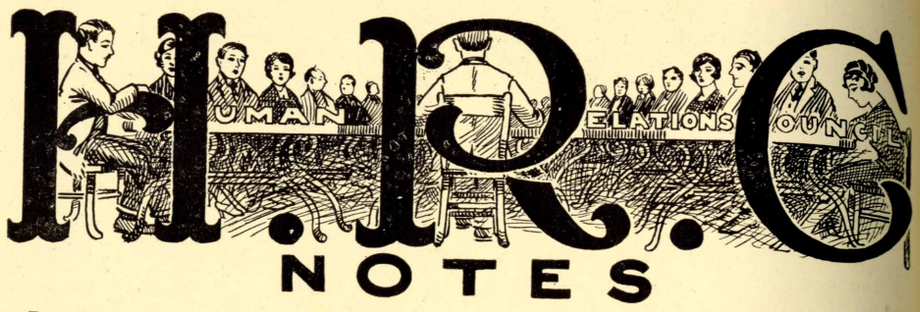
In the February issue of the Cauldron, on page 17, there appeared the following which is an error:

"In order to assist Council in solving this problem Mr. Herner gave a report of our earnings for the first six months of our fiscal year as amounting to $102,000, and after making certain appropriations the balance would be a net profit of $36,832."

This should have been as follows:

"In order to assist Council in solving this problem Mr. Herner gave a report of our earnings for the first six months of the current fiscal year as amounting to $102,000, and, after estimating appropriations for the full twelve months' period ending June 30, 1929, for dividends on Preferred and Common Stock, reserve for Income Taxes and depreciation for the twelve months, will leave a balance in the Surplus account of $36,832, plus any profits made during the second six months of the present fiscal year, or less any losses made during the same period. As our earnings for January and February were approximately $20,000 we are confident that our surplus will be sufficient to take care of the dividends, depreciation and taxes and leave a balance in the surplus account on June 30, 1929."

Editor.



NOTES

Regular Meeting H. R. C., March 1

Meeting called to order by Chairman Lucas at 7:45 P. M., and the minutes of the previous meeting were read and approved.

The first order of business was a report from the committee appointed to study the problem of vacation allowances. This was submitted by Chairman Lucas and was prefaced by a proposed principle to govern all vacation allowances as follows:

"All vacation time is to be allowed on the basis of physical need for rebuilding strength, and is not to be granted in the form of a reward for services rendered." This principle was discussed first and after very little opposition was agreed to as the working basis for vacation allowances.

The next article of agreement was—"Vacations are to be figured back from June 1st to May 1st of each year—both for pay roll records and Council attendance records." This was agreed to without argument.

Basing the physical needs of individuals on the amount of time spent on our salaried pay roll these apportionments were recommended:

1—From 1 day to 4 months salaried service, 1 week's vacation with pay.

2—From 4 months to 8 months salaried service, 2 weeks' vacation with pay.

3—A full 12 months' salaried service, 3 weeks' vacation with pay.

A very divided opinion existed as to the advisability of granting a week's vacation for as little as one day on salary. A very long discussion of this followed and much argument advanced both for and against, such allowance. About 50 per cent of the H. R. C. members were in favor—and their chief reason was that if physical rebuilding was the purpose of vacations, the person who had been on salary only one day needed that week's time to get in shape for future service as much as the one who had been on salary a slightly longer time, under ordinary conditions.

Those opposed argued that such short salaried service did not merit a week's time for rebuilding physically—since there were many conditions which might not make the physical need of such an individual comparable to another whose physical energy had been depleted in somewhat longer salaried service here. Instances cited were those of possible additions to our salaried force from outside sources without previous apprenticeship on wages, supposing such individuals came to us in a physically rested condition. Some of those opposed were in favor of one month instead of one day as a minimum, others preferred four months as a minimum. Finally, it was agreed to allow the majority opinion to stand—which was in favor of the recommendation—1 day to four months' salaried service, 1 week's vacation with pay. The other two divisions were accepted as presented, without much discussion.

The next consideration was: "Attendance of 75 per cent of all Business Council Meetings held during the year, figured back from June 1st to May 31st, 1 week's vacation with pay." This was accepted by consent.

Next: "Special consideration of physical need occasioned by attendance of Human Relations Council Meetings, to be determined for individuals who seemed to need such consideration by a committee of three recommending action to the H. R. C." This last provision was made because it was thought more advisable to handle cases of physical and mental fatigue caused by activities connected with the H. R. C. work in an individual manner when it became necessary than by attempting any blanket provisions for the whole group of members. After some discussion and explanation this was accepted by consent.

The final provision suggested was—"All vacations, as nearly as possible to

arrange same, should be taken during the regular vacation shut-down period. All exceptions to this will be granted according to production needs, and will be the responsibility of department leaders to regulate." This was agreed to by consent. Any exceptions to the working principles, as outlined, for vacations will have to be dealt with by the H. R. C. if, and when, they arise.

The next order of business proffered for discussion was the matter of adding another plank to the admission requirements for H. R. C. members, as suggested by Arlie Myers. This had to do with attempting to insure the quality of "ability to contribute in the H. R. C. activities." After a brief preliminary explanation and discussion it was decided to table this question until next Friday night's meeting in order to give time for more serious consideration of the problem.

A brief report concerning the work of our budget advisor, Miss Cowan, was given by Miss Franz. It was explained that Miss Cowan could not come for her weekly visit yesterday on account of illness but would be with us on Wednesday and Thursday of next week instead. It was stated, also, that the wives of any of our employees were welcome to come to the plant for interviews with Miss Cowan if any of them cared to do so. In fact, it was urged that the men encourage their wives to come so that they may better understand the purpose of such budget outlining, and follow-up work may be arranged for in the individual homes later.

There being no further business before the meeting for the evening we stood adjourned at 9:45 P. M.

Regular Meeting H. R. C., March 8

The meeting was called to order by the secretary at 8:15 P. M., and Jack Evans was asked to officiate as temporary chairman in the absence of Ken Lucas. The minutes of the previous meeting were summarized.

The first order of business to come before the Council was a letter of resignation from the H. R. C. tendered by Albert Hines which was read by the secretary. Three major reasons were offered by Mr. Hines in explanation of his withdrawal from membership in the H. R. C. as follows:

1—Mental confusion as to the aims, and purposes, and responsibilities of the H. R. C., and what membership in it entails.

2—Mental and physical strain caused by attendance and participation in the work of the Council which has a bad effect upon him due to his present physically nervous condition.

3—Anticipation of a very heavy program of mental and physical activity which will be facing him in his job as Production Superintendent during the coming months of preparatory work necessary to care for increased production.

These reasons were offered, and the resignation tendered, in the best possible spirit, and Council could adopt no other course than to accept these, by consent, in the same spirit.

Discussion was asked for on the deferred matter of an additional plank in the platform of H. R. C. Membership requirements held over from the last meeting. Not much more concrete expression of opinion was available than was evident last week so the matter was deferred again until a later meeting.

Reports were made about the work of Miss Cowan, our budget advisor, by some of the people who have had interviews with her recently. All those who spoke were favorably impressed with the manner of presentation and the subject matter which Miss Cowan has given. It was the opinion that such work was worth while and helpful and should be continued if possible. The problem of finding a successor to Miss Cowan, when she discontinues her work April 1st, has not been solved to date but efforts are being made to discover someone who will be able to carry on the program. Further discussion and action on this phase of the matter was deferred until two weeks from tonight.

Another proposed plank in our platform of H. R. C. membership requirements had been offered. This was submitted by letter and was suggested by Mr. Hapgood as follows:

"That membership in the H. R. C. be conditioned by agreement not to advocate any increases in salary on the basis of efficiency, either for oneself or for anyone else."

Preliminary discussion on this was asked for and H. R. C. members gave opinions as they thought at the moment. At first the majority reaction seemed to be an individual agreement with accepting such a principle as a working policy, but a hesitancy and disagreement with the second half. That is—to install such a plank would be unwise, at this time, as a group procedure, though individuals were willing to agree to it so far as it affected themselves. A minority opinion was expressed in favor of adopting it as

advocated. This was taken to mean that anyone could advocate the payment for "special needs above the minimum" when such seemed advisable—and further, that those persons desiring payment according to efficiency could ask for special consideration and payment on "efficiency alone" as provided for in our recent discussion regarding such ratings. A tentative poll of the members at the close of this preliminary discussion showed 11 in favor of accepting it. It was considered wise to defer final action on the matter until a later meeting giving time for further study of the implications of the whole problem as proposed.

There were no other commitee reports ready. It was explained that the committee on "efficiency ratings" had almost completed the work outlined for it and would probably report its findings next Friday night.

The question was raised as to just what the meaning was of the temporary principle for "payment of any allowances made after death of any salaried employees." The present ruling was made last June and is not very clear as to the decision of how payments are to be decided upon in the matter of what constitutes dependents. It was agreed that a committee of three should be appointed to study this problem and to bring in a recommendation for a working principle to govern future payments of such benefits. Those appointed were Miss Franz, W. H. Hines, H. Shelley and Jack Evans, ex-officio.

The bookkeeping department wished information regarding the principle of payment to a divorced woman—should she be retained at the $19.00 minimum—on the possibility of such a person receiving alimony, or should she be given the $22.00 minimum paid to all single persons above 20 years of age? The case of Dorothy Walker was the immediate cause for raising this point. It was suggested that, pending some decision, or information, regarding the legal aspects of any such case no general ruling would be attempted and that Dorothy Walker's case be investigated by the committee on "special needs." This was agreed to by consent.

There being no further business presented from the floor the meeting stood adjourned at 10:00 P. M.

Regular Meeting H. R. C., March 15

After a brief recess following the Business Council meeting the H. R. C. was called to order at 7:30 P. M. by Chairman Lucas. The Minutes of the previous meeting were read and approved.

The first item of business presented to Council was a report from the "Efficiency Rating" Committee, made by Arlie Myers, chairman. A preliminary explanation was given by Arlie in regard to the method of procedure employed in reaching conclusions about the relative efficiency value of one individual against another. These were reached by attempting to weigh the performance of an individual both in the technical and managerial fields and balancing the results against other individuals, using a shading off process in unit value as the rates become higher.

This report covered the work done by the committee to date and included all the suggested changes in rates for salaried employees which had been agreed upon by the committee. The entire payroll had been reviewed and the instructions given by Council as to guiding principles in determining rates had been the basis of reasoning in the work done.

Two groups of figures were presented:

1—Those salary changes representing an increase in efficiency rate, which amount meant a money payment.

2—Those salary changes representing an increase in efficiency rate—which amount involved no money payment since the total efficiency rate was less than the amount received by the individuals under various differential payments for needs.

Each suggested change was presented in the reading of the report and the entire thing was turned over for acceptance, or rejection, on the principle of working basis acceptability before discussion of disagreement, or agreement, with specific ratings suggested by the committee would be entered into, or detailed information concerning each case individually, as viewed by the committee, would be given.

Further explanation of the reasoning processes of the committee, and any conclusions it had to offer regarding its work, were asked for by Council. Jack Evans summarized the whole background of committee thought and action and offered his own reaction to the problem. His summary covered the following main points:

1—The committee accepted the instructions given by Council and followed them as the basis for action.

2—No reductions were to be suggested and this complicated the problem of attempting to remove existing irregularities.

3—The intangible nature of "Efficiency," as such, made the whole matter one of relative good guessing.

4—Our system of payment of straight salaries (which in some cases even at the minimum, means partial payment for needs) made the job of trying to rate one individual's "Efficiency" against another's very difficult since our base was to use our present minimum salary of $22.00, without a very clear idea of how that figure is considered in each individual case in regard to "efficiency payment."

5—Committee group opinion was the determining factor in all conclusions reached.

6—The same general "shading off" process in unit value of dollars as the rates increased in total was applied to all cases.

The opinion Jack held in regard to the work of the committee was that the report offered covered the field of efficiency ratings—under the instructions from Council—as nearly correctly and justly as it could be done. Of course, Council was privileged to disagree with some of the rates suggested as being too much, or too little, but the committee had done its best and the results, on the whole, were approximately correct. However, he felt that the entire committee was dissatisfied, more or less, with the method of approach, and the futility of attempting to measure efficiency to any degree justly was a feeling shared by all.

The chairman asked each of the committee members to express his own opinion and these were all in agreement with the summary as given by Jack. After some further discussion as to the relative difficulties of measuring "needs" and "efficiency" it was the majority opinion that "needs" were more easily measured than "efficiency." Some members were of the opinion that "basic needs" were more easily determined but that "needs above the minimum" presented about as difficult a problem as "efficiency ratings."

Because there existed a rather strong opinion that the basis upon which the committee had been instructed to work was not a good one it was taken by consent, finally, to reject the report of the committee. Council agreed that the work done was good but that the findings were not acceptable due to the fact that the comparisons made had no logical base. The opinion was that the whole matter be referred back to the committee and new instructions given. This course was agreed to by consent.

The new instructions included giving perfect freedom to the committee in regard to its actions. It was the wish of Council that two or three suggested methods of handling the "payment on efficiency" ratings be worked out by the committee and brought in for discussion. Suggestions offered by Council were: (1) The establishment of job rates. (2) Using the market supply and demand rates. (3) Combining the market rates with some consideration for needs . Also—the committee was instructed to show reductions as well as advances when such seemed merited, irrespective of the cause for the decline.

Recess—10 minutes, at 9:15.

The next item of business was a report from the committee on "special needs above the minimum" made by Arlie Myers, chairman. One case was presented for consideration, that of Gilbert Givan, a young single man in the Shipping Department.

The committee had received from Gilbert a budget of his actual expenses and had used this as the basis for its recommendations. Because of certain financial responsibilities Gilbert has to meet in order to support his mother who lives in a small town nearby, and other indebtedness incurred in an attempt to operate a farm before he came to the Columbia, together with his own current living expense his budget totalled approximately $32.00. His present salary is $26.00 per week. The committee recommended the payment of a differential of $4.00 per week, or a total of $30.00. This amount covers all of Gilber's actual expenses and assumes partial responsibility of his outside indebtedness. With very little discussion Council accepted the committee's recommendation by consent.

Another matter was called to the attention of Council. Two members of the "needs" committee had to be replaced. Cecil Knapp is now in the Sales Department and away from the plant most of the time. Sophie Fischer returns to Antioch College for the next 10 weeks. Council gave permission to the committee to select two new members to add to its own ranks. It was taken by consent that these new members need not necessarily be members of the H. R. C.

Jack Evans reported that the committee appointed to study the problem of after-death payments to salaried employees' families had done some prelimi-

nary work but had no definite action to suggest as yet.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting H. R. C., March 22

The meeting was called to order by Chairman Lucas at 7:30 P. M., after a brief Business Council meeting. The minutes of the previous meeting were summarized.

Upon request for instructions the Secretary was made responsible for written notice being given to the proper departments whenever H. R. C. decisions involved the use of money.

The first order of business was a report from the committee on "salary recommendations" made by Arlie Myers, chairman. Two men from the Kitchen Department were recommended for consideration for salary—George Alexander and Irving Anderson.

George Alexander was considered by his associates in the Kitchen as a very good workman. He has attended some of the Council meetings recently and seems to have good qualities for building upon. After brief discussion, it was taken by consent that Alexander be accepted for salary, pending medical examination.

Irving Anderson was recommended as being a good workman in the Kitchen. He, too, has attended a few Council meetings but a question was raised as to his interest in, and understanding of, the company. During a recent absence from the plant he failed to notify his department leader of the reason for his being away and the probable duration of his absence which was taken as a possible indication of lack of interest and understanding. His case was postponed until next Friday night in the hope that both he and his department leader would be in attendance at the meeting and further explanation available.

The second order of business was a report from the committee appointed to study the problem of payment to dependents of deceased employees.

Homer Shelley, chairman, stated that after careful consideration of the matter it was thought that some plan of group life insurance might be worked out. If accepted this would provide a larger sum of money for the family of the employee than the company would be able to pay, and at very reasonable rates. Further, it was thought that the individual employee could make the necessary payments to secure such protection for himself now that our salary rates have been raised to a level, where such a charge might be included in the budget. Therefore, the committee recommended that the company take out group life insurance and that individuals be asked to carry the expense for themselves. This suggestion was to be discussed by Council and if enough interest is shown and the recommendation agreed to, more definite figures as to the cost of such insurance to the individual would be obtained and further details worked out.

After preliminary discussion it was decided to post a notice on the bulletin board about the proposed plan asking individuals to sign it if they cared to subscribe to such procedure. Additional data would be sought through personal interviews. Upon the figures thus obtained estimates would be asked for from insurance companies and a further report made to Council.

The commmittee on "special needs" presented a report on two cases. Arlie Myers, chairman, stated that Dorothy Walker, a divorced woman, was the mother of four small children for whom she provided partial support. These children are staying in a government orphan's home during the school year and no expense whatever is met by Dorothy for them during those months. During summer vacations the children are at home with Dorothy and she must see that they are provided for. The expense of carrying this financial burden was estimated and allocated over the entire year, adding the weekly sum to Mrs. Walker's individual expenses per week. Upon figures submitted by her the committee reached the estimate of total weekly expenses of $22.00. This would mean an additional differential of $3.00 per week for needs and such was the recommendation. This was accepted by consent after some discussion.

The next case was that of Frank Smith. The chairman reported that Smith had asked for consideration on the basis of special needs and during several interviews with the committee had presented figures quite at variance with each other. Frank stated that his aged father and mother were dependent upon him for support and the only outside income received by them was a pension of $21.00 per month paid his father. His mother was a bedfast invalid and needed constant medical attention and special treatment which required the use of electricity. His father took care of the house and cared for

the mother. Because of Frank's estimates of his needs varying so greatly during the three appearances before the committee, and because some of his estimates seemed so unreasonable, the committee doubted the truth of his statements. In checking up on two items, the bills for electricity and for doctor's services, the facts obtained showed clearly that Smith had not stated the truth. When faced with this information by the committee Smith denied the charge of untruthfulness. After telling Frank the exact state of affairs as proven by facts in hand, the committee warned him of its intention to place his case before Council for action on the charge of dishonesty and attempting to obtain payment for "special needs," under false pretenses. He continued to assert his innocence of the charge and stated that he had been urged by others in the shipping and receiving departments (where he works) to present his case for consideration in the first place. In view of all this the committee recommended no differential payment for special needs and asked for an investigation of the whole case on the charges preferred. The committee's report was accepted.

There followed a discussion on the general state of affairs in the shipping and receiving departments and the attitudes of the various men toward their jobs and toward the payment of various differentials for needs.

After recess at 9:00 P. M. the chairman asked for individual reactions from members familiar with the work and attitudes of the men in the two departments under question. A summary of opinions expressed by individuals follows:

1. *John Thomas*—(a) lack of respect for leaders by men in departments—foremen ignored. (b) too much talk among themselves by the men, appeared to be disgruntled.

2. *Bert Hines*—(a) too much talk on the floor—not enough talk in Council. (b) too much authority assumed by individuals on floor. (c) building up of wrong attitudes—development of cliques (cites Harry Scroughans and George Gregory) bad notions and wrong beliefs held and fostered. Creation of a division of interests as a result of such cliquishness. Not enough attendance at Council by men and leaders—wrong information and impressions gained and disseminated about Council actions, lack of understanding and co-operation.

3. *Gilbert Givan*—(a) senses some dissatisfaction with salaries by men in department, (b) too much talk on floor, thinks a lot of it is due to the youth of the personnel in his department.

4. *Homer Shelley*—(a) cites his own reaction when transferred to shipping department, feeling of fear. (b) cites Burkhardt's notion of personal grievances and unfair treatment, and his peddling his sorrows to his fellow workers, too many grievances among the men—too much talk about them amongst each other. (c) mentions decline in efficiency and proper attitude amongst the men transferred from other departments to the shipping and receiving departments. (d) felt there was no one to lean on—meaning that the leadership in those departments did not inspire confidence and a sense of proper instruction and help regarding policies and principles of the company; and the men on the floor lacked the proper understanding and co-operation.

5. *George Gregory*—(a) wanted explanation of term cast-off as applied to the men transferred from other departments. Presents implication of misfit and inefficient. (b) criticizes John Thomas for lack of understanding. (c) defends Harry Scroughans—thinks Harry has been mistreated and picked on, and shifted around because of such treatment.

6. *Jack Evans*—(a) criticizes Gilbert for too much loyalty to his own small group (or the men in his own department) and for less understanding of the responsibilities to the whole group, or to the company. Cliquishness within the department. (b) criticizes John on much the same grounds, lacks qualities of leadership and ability to handle men. (c) criticizes Harry on account of his general attitude.

Walter Mullen, Arlie Myers, Howard Herner, and C. E. Franz all have no specific information but each senses a disturbance in the two departments, feeling of disregard of leadership and a subtle kind of insubordination. Lack of real understanding of what the policies of the company are.

Following this discussion Council decided that a special investigating committee of four members with Jack Evans as ex-officio—be appointed to study this whole situation thoroughly and bring back a report and recommendation to Council for suggested action as soon as possible. The Frank Smith case will pend until further facts can be obtained through this committee investigation.

The chairman appointed Hapgood, H. Shelley, A. Hines, and Me Harry to serve on this committee.

A request by letter from Mr. Hapgood was read to the H. R. C. This was for a special Council meeting to be held next Monday or Tuesday night. Mr. Hapgood expects to return from a sales trip on Monday and plans to be in town only until Tuesday midnight and wishes to place several matters before Council during his stay. Council agreed to hold a special meeting next Tuesday night.

A short discussion of the problem of finding a successor to Miss Cowan in the Budget advisor work which she has started for us was entered into. There was a difference of opinion as to the whole group wanting a continuation of such work. In order to find out just how the entire group felt about this matter it was decided to canvass the individuals. Jack Evans was asked to interview all the men and Chloe McHarry was asked to interview all the women on this subject. The two will pool the information thus obtained and report their findings to Council.

A tentative report from the "efficiency rating" committee was offered by Arlie Myers. A brief outline of the kind of work being attempted was all that was available so far as information is concerned. The committee has proceeded to work on the new bases suggested by Council.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting H. R. C., March 29

The meeting was called to order by Chairman Lucas following a brief Business Council meeting. Minutes of the previous meeting were summarized.

The first order of business to be presented was the matter of possible employment by us of a young girl recently convicted and sent to the state prison on the charge of forgery. The case was explained to the H. R. C. by Jack Evans as follows: Daisy Sullivan, 18 years of age, a girl who had had very meagre opportunities in life to date, had forged a check for $2.80 and had been found guilty and had been sentenced to from two to fourteen years' imprisonment at the Indiana Woman's State Prison at Indianapolis. All the money had been returned except twenty cents which the girl had spent to purchase oranges and bananas. This whole procedure had occurred within the space of three days and the girl had been committed to the prison on Monday, March 25th. Circumstances surrounding the case seemed to indicate that most of the treatment that the girl had received had been very unfavorable to her and that the sentence imposed was extremely harsh.

A good deal of attention had been directed to this case through the press and a group of responsible persons were working in the interest of the girl now. The Governor was to be asked to pardon her. If such a pardon is granted it will presuppose that she will be a moral responsibility of those standing sponsor for her. If it could be arranged so that employment would be available for her the pardon might be obtained more easily. The question asked of the H. R. C. was, "Can we offer this girl a job here with us—with the knowledge of her case at hand—and are we willing, as a group, to try to help her "make good?" Her home life has been none too pleasant. She is the oldest of three children and the mother is dead. Her father is a day laborer and has not had steady employment. Her own chances for employment have been slender in the small town where she has lived but she has tried to help her father maintain their home and care for the younger children. Her own unemployment and the need for food were given as reasons for the forgery of the check.

Discussion of the case showed a strong opinion in the group in favor of "taking a chance to give the girl a chance." A number of the women and some of the men spoke in favor of offering her a job with us. It was taken by consent that we offer to employ Daisy Sullivan on wages if a pardon can be obtained for her—and that, as a group, we do what we can to assist her morally.

Next an explanation was given to Albert Armstrong of the reasons for the decisions by the H. R. C. to place him in charge of the Shipping and Receiving Departments. Armstrong had been away from the plant on sales work and had been recalled to assume this new position. Albert Hines, Production Superintendent, will explain the entire situation to him on Monday, April 1st, before he starts on his work in those departments.

The next item of business presented was the case of transfer of Leo Tearney from sales work to some kind of work in the home office, or plant. This matter was presented for discussion by Mr. Hapgood who is head of the Sales Department. Reasons given for such a transfer were that Leo lacks aggressiveness and initiative and vision in his work in the sales field. While he has many good qualities which are fully recognized these three cardinal requisites for good sales work are not shown.

On the other hand he has certain training and ability which might be used quite profitably at the plant. He has knowledge of bookkeeping and accounting and cost records, and the ability to write very clear cut sales letters. He has a working knowledge of routing goods and traffic problems as well. All these things could be utilized to better advantage than to continue to carry him in sales work where he has not proved very effective.

After some discussion it was agreed by Council that Leo should be removed from sales work and transferred to the plant. His exact duties there would be outlined later. Mr. Hapgood was asked to explain this decision to Tearney when he meets him on a road trip next Monday. Since this transfer will involve moving from Kansas City to Indianapolis future development of this case will be left to Mr. Tearney. His decision regarding acceptance of the transfer will probably be reached shortly.

The next item for discussion was the proposed vacation of Miss Estella Franz. The suggestion was made that she be given two months' vacation with full pay, together with the opportunity to visit any point on the globe with traveling expenses paid. The matter of traveling expenses was interpreted as transportation fees—by bus, train, taxi, boat, and airplane wherever she chooses to go.

Reasons given for this suggestion were three: (1) Because of long and faithful service, she being one of those with the highest length of service record in our company, having served with our predecessor in the business prior to the transfer of interests in 1903, and continuously in the service of the Columbia Conserve Company since its beginning at that date. We want to show our appreciation for such loyal performance as she has given. (2) Her health at this time could be greatly benefited by such a trip and the change it would afford her. She has been under a heavy nervous strain for some time due to the pressure of business activities and a relief from business cares for a period would be highly beneficial. (3) That instead of causing worry to Miss Franz to be away from the plant for such a vacation—it would be a good test and good training for her assistants to have to carry on without her for a while.

Finally, it was stated definitely that this was not to be considered an exceptional case, but that anyone else would be entitled to the same consideration and treatment under comparable circumstances.

It was heartily and unanimously agreed to by consent that Miss Franz be requested to take such a vacation—as outlined—and that she plan to leave as near June 1st as possible. In addition, it was stressed heavily by nearly everyone present that Miss Franz be given to understand clearly that the entire group *wants* her to accept this as it is meant—in the best possible spirit and with the heartiest good wishes for a wonderful time—and she is not to worry about anything while away. It was felt that Miss Franz deserved to have this trip for the reasons mentioned and the entire Columbia family joins in this expression of esteem to 'The Duchess'. We hope to extend the same treatment to others as deserving in the future.

Next, consideration was given to the case of Irving Anderson which was carried over from the last regular meeting. He was to be considered for salary. After asking Irving whether or not he intended leaving our employ to re-enter the contracting business when the weather opened for outdoor work and receiving a negative answer the discussion centered upon his general qualifications. His work and attitude seemed to impress most people favorably and it was taken by consent that he be placed on salary pending medical examination.

The next item of business was a rediscussion of the case of Frank Smith which was left pending during the recent committee investigation of conditions in the Shipping and Receiving Departments. A resume of the conditions surrounding the case was given by Jack Evans for the benefit of those not present at the previous discussion of the whole matter held during our regular meeting last Friday night. Opinion expressed around the table was far less sympathetic towards Frank than last week's discussion had been. A number of persons who had previously been sympathetic because of the fact of Frank's alleged support of his aged parents now doubted whether he really was the sole support of them. Quite a few expressed the opinion that his actions and attitude merited discharge from our services. One person suggested that he be removed from salary to a wage basis and retained during good behavior. This method was rejected. Finally, because there remained some doubt as to whether Smith had been urged by his fellow workers in the Shipping and Receiving Departments to present the

claims he did to the "Needs Committee" as he stated he was influenced and advised by them to do, it was decided to refer the case back to the special investigating committee. The purpose was to clear up any doubt as to others being implicated with Frank in the matter. If there are they should be treated the same as he is to be treated.

Mr. Hapgood was a member of this committee but since he is to be away from the plant on an extended sales trip it was thought advisable to appoint a successor to him on the committee. Genevieve Hendricks was asked to replace Mr. Hapgood on this body. The investigation is to be held during the coming week and a report made to Council at its next meeting if possible.

There were two applications for membership in the H. R. C. to consider. Genevieve Hendricks was accepted by unanimous consent. Otis Sandefur, a wage worker in the Kitchen Department, was discussed but not accepted for the time being. Council did not feel itself well enough acquainted with his qualifications for membership since he has taken no active part in discussions in meetings to date. It was decided to review his application one month from now and in the meantime he is urged to give more vocal demonstration of his thinking process in Council. The meeting stood adjourned at 10:00 P. M.

Regular Meeting H. R. C., April 5

The meeting was called to order by Chairman Lucas at 7:30 P. M., following the regular Business Council meeting. Minutes of the previous meeting were read, corrected and approved.

The first order of business was a preliminary discussion of qualifications expected in the person who will fill the position of first assistant to Mr. Hapgood in the fields of General Management and sales. The following were suggested:

1. Business ability. (a) wide knowledge of the general business field. (b) a good grasp, or understanding, of the company's business.
2. Good leadership and executive ability.
3. Special grasp of sales problems (both external and internal).
4. Aggressiveness and progressiveness.
5. Social mindedness.
6. Moral courage.

These qualifications are to be discussed in relation to individuals who may be suggested for training in this position.

Each one is asked to give this matter serious thought and to be prepared to discuss the problem.

The next topic introduced for preliminary discussion was the matter of extension of medical services to the families of salaried employees and the added protective features for the salaried employees as proposed by Mr. Hapgood at a recent meeting. A general discussion on the implications and possible extent of such services was entered into. Some of the points raised and questions asked regarding the proposed health measures intended for the families of our salaried employees were:

1. Will the extension of medical services to families include operations and hospital expenses? Answer, no—only general medical aid rendered at the home, including prescription of medicine.
2. Will such service necessitate a medical examination of members of the employees' family when such an employee himself undergoes examination for salaried service?
3. Would it be possible to allow each employee to call the physician of his own choice when medical aid is needed in his family—reverting the bills for such service to the company for payment?
4. Who should be included as eligible for medical attention under the term "Family"?
5. Will the group be willing to have the company select a doctor who would serve for the whole group—and be willing to abide by that doctor's decisions—under the general supervision of Dr. Burkhardt?
6. Would an older man inspire more confidence than a younger man?
7. What group rate would be possible if we agreed to try this plan? Suggestion is that we hire a physician at an annual salary to assume full charge of all family cases.
8. Are confinement cases to be included as general family medical care?

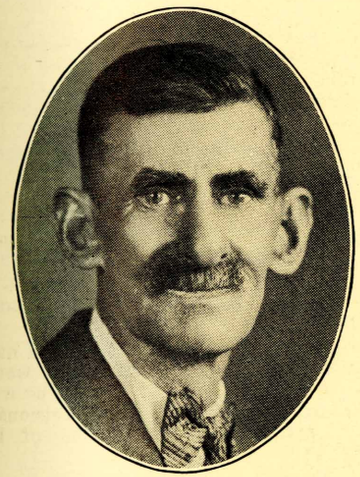
Discussion concerning additional aid to our salaried employees touched upon: 1. Dental Care. Would it be advisable to add anything of this nature to our list of medical protections? If so, shall it cover dental work as well as examination? Are X-rays to be included? Will the employee bear the expense of work or will the company do that, too?

2. Oculist. Shall we add a consulting oculist to our staff? Shall such a service include more than examination and prescription for glasses or treatment? Shall the company be asked to furnish glasses when such are needed?
3. Suggestion made for examination and care for foot troubles.
4. Opinion that ear, nose and throat cases can be continued to be handled as they are now, under the supervision of Dr. Mueller and Dr. Canady.

All this was to be discussed further at our next meeting and it was suggested that we invite Dr. and Mrs. Burkhardt to attend so that questions might be asked of and answered by the doctor.

The meeting stood adjourned at 9:30 P. M., there being no committee reports to be submitted.

"DAD" DITCHLEY



MR. CHARLES DITCHLEY
Night Watchman, The Columbia Conserve Co.

The man whom we, at the Columbia, call by the familiar name of "Dad" Ditchley, is regarded much more as an institution than as a mere man. Rumor hath it that "Dad" became a member of the Columbia group because he would not allow himself to be left outside and that he deemed himself to be worthy of membership.

Many years ago when the company moved to its present premises it found them to be watched over very diligently by Charles Ditchley, and the former owners were good enough to give the stockholders of the Columbia Conserve Company an unsolicited reference testifying to the sterling character of their watchman, "Dad" Ditchley. The result was that the company automatically placed the then watchman on its payroll, since which time he has been a faithful and loyal member of the Columbia force. It is not suggested here that "Dad" is without fault; like all of us he has them, but faults or no faults, there is no one who would dare suggest that under his guardianship the premises are not in safekeeping. "Dad" is not very articulate but it is quite conceivable that if he were suddenly endowed with great oratorical powers, he would make as great a speech extolling the praises of the Columbia as any ever made. "Dad" attends his work with great regularity in spite of his advancing years and always gives of his very best whenever he is on the premises.

He is a real democrat in that he treats everybody alike. He shows as much deference and respect to his colleagues in the boiler room and kitchen as he does to the president or the secretary of the company. We all hope that "Dad" will enjoy good health to serve the company through many a year to come.

APPLICATIONS—THIS WAY!

"Next, please." — "Who, me?" — "Born?"—"Where?"—"Russia." "What part?"—"All of me?"—"Why did you leave Russia?"—"I couldn't bring it with me."—"Where were your forefathers born?"—"I only got one father."—"Your business?"—"Rotten"—"Where is Washington?"—"He's dead."—"I mean the capital of the United States?"—"They loaned it all to Europe."—"Now do you promise to support the Constitution?"—"Me? How can I? I've got a wife and six children to support." "Next, please."

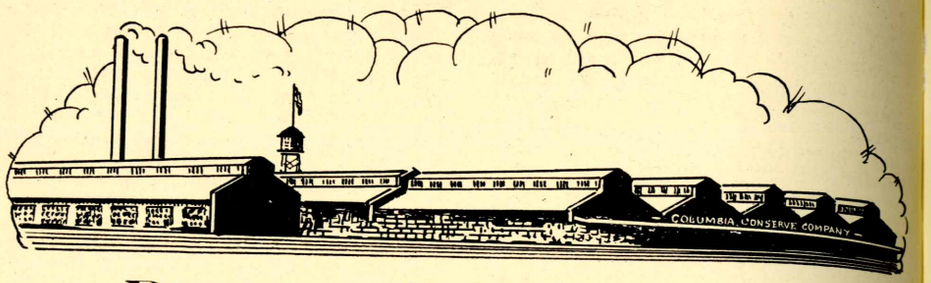
PREFERENCES FOR PETS

A few days after Harry's mother came home from the hospital with a brand new baby, Harry fell and broke his arm.

As the family doctor was lifting the little fellow out of the car to take him into the hospital, Harry asked the doctor if he must go in there.

"Yes, but don't worry, laddie; the hospital's a nice place and we'll soon fix you up," replied the physician.

"All right, doctor, but if I have to go to the hospital, I want a pup—I don't want a baby."—The Kablegram.



BUSINESS COUNCIL NOTES

Regular Meeting, March 1

Minutes of the previous meeting read and approved.

The chairman first stated that any business would have to be brought up from the floor as his agenda was clear.

The forewoman of the labeling department reported that there was 33 1/3 more labeling during February of 1929 than for February of 1928.

The question was then asked as to how we are getting along with the work of contracting with farmers to grow our tomato requirements for next packing season. Mr. Hines seemed to think we would have this work completed by the following week.

Miss Franz next gave a report of August orders. She reported that we had received orders for about 57,000 cases of which 20,000 was vegetable soup.

Mr. Tearney then gave figures of the orders received from certain customers compared with those of last year, and the results were very satisfactory—showing an increase over last year.

In the discussion which followed Mr. Herner reported that our sales for February this year were practically $110,000 compared with $76,000 for last February.

The next question to come from the floor was with reference to when we will take vacations this year. After some discussion, however, it was decided it was much too early to decide this matter definitely. However, it was suggested that a committee be appointed to investigate this matter, and this was taken as the consent of Council. The chair was asked to appoint the committee and nominated Miss Franz, Bert Hines, Billy Hines, Mr. Herner. This committee is to bring a report to Council at the meeting of April 5th.

No further business the meeting was adjourned.

Regular Meeting, March 8

Minutes of the previous meeting read and approved.

The first order of business was an additional report of August orders received up to the 15th of March. The totals showed considerable increase over orders received for previous week and continue to be very encouraging.

Mr. Hewson next brought up the suggestion made by Mr. Hapgood to the effect that we make a special drive in order to bring the August sales up to 100,000 cases. Hewson asked Council to discuss whether we thought the plant was equipped to handle this amount of goods for August shipment. This question was given very careful consideration by Council and it was finally taken as the consent of Council that we feel we can pack 100,000 cases of non-tomato products for August shipment.

Arlie Myers next gave a report on the new machinery which has been ordered.

Dorothea Nord-Holt next called Council's attention to the need for additional space in the kitchen for the purpose of preparing vegetables. She stated the present space is inadequate in order to handle the vegetables properly. It was suggested that a small committee be appointed to investigate this matter and bring a report to Council. This was taken as the consent of Council. Those appointed for this committee were Dorothea Nord-Holt, Albert Hines, Billy Hines and Leo Zike.

No further business the meeting was adjourned.

Regular Meeting, March 15

Minutes of the previous meeting read and approved.

The first order of business was a report from the committee appointed to investigate the question of additional room for the purpose of preparing vegetables. This report was postponed until our next meeting due to the fact that the committee had not had time to meet.

The next question to come up before Council was the matter of enlarging the kitchen. In this connection Mr. Hapgood made a suggestion to the effect that the kitchen be built onto the north end of the dining room. It was mentioned also that such a plan would do away with the tables which are now on the west side of the dining room leaving additional space for tables, and that the lunch line would form on the west side of the dining room instead of the east side. This suggestion met with approval from all who spoke on the question, and it was suggested that we might give the committee appointed to investigate this matter authority to go ahead with the suggestion made. The following motion was then made to cover this suggestion:

Moved and seconded that the committee appointed to investigate the problem of additional space for the kitchen be empowered to decide whether or not the kitchen should be placed at the north end of the dining room. Motion carried.

The next order of business was a report on August orders to date. Up to March 15th, we had received orders for 100,500 cases—of which 44,000 was No. 1 vegetable soup, 14,700 vegetable beef, 14,400 chili con carne, 2,700 cases chicken soup, and about 10,000 cases of assorted soup on which we have not received definite specifications.

In this connection Mr. Hapgood explained that we have decided not to accept any more business for August shipment, but that we may decide later to accept orders for shipment during the month of July.

No further business the meeting was adjourned.

Regular Meeting, March 22

Minutes of previous meeting were read, corrected and approved.

The first item of business was a report from the Dining Room Committee to the effect that Mr. Hines had seen a contractor but had not yet received an estimate on the cost of building a new kitchen. It was thought that it would take about 30 days to complete the building.

Moved and seconded that the committee's report be accepted. Motion carried.

Miss Franz reported that a new stove had been purchased for the Dining Room.

The question was then asked as to whether or not an outside door should be put in the hospital. A suggestion was also made to close in cafeteria and kitchen so that the noise made would not disturb committees who wished to meet in the dining room during working hours. Neither of the above suggestions was acted upon.

The chairman of the vegetable room enlargement committee reported that the committee had not yet met, but would be ready with a report on March 29th.

It was then suggested that the chairman explain to the new people who is entitled to attend and vote in both the Business Council and H. R. C. Chairman Myers explained that every employee was entitled to attend and enter in the discussion in both the Business Council and H. R. C. Anyone can vote in the Business Council, but voting in the H. R. C. is limited to those who have applied for membership and have become members by vote of the rest of the H. R. C. It was made plain that everyone is expected to attend Business Council and urged to attend H. R. C.

Meeting adjourned.

Regular Meeting, March 29

Minutes of the previous meeting read and accepted.

A report was received from the committee considering the extension of the present vegetable cleaning room and briefly this meant that the idea of extending the room be left aside for the time being. It was felt by the committee that an entirely new building would be necessary to meet the present situation and that it was unwise to take such steps at the present time. The committee's report was accepted.

The question of packing an additional 50,000 cases of tomato soup to be sold at our January prices was reported on and it was stated that the sales committee accepted Mr. Herner's suggestions as follows:

That the proposal to put on a campaign for July shipment be put off on account of the possible scarcity of pulp. Billy Hines reported on the pulp situation and stated he had been offered $8.00 per dozen for pulp that day.

He urged the early delivery of tomatoes so that canned pulp which would be otherwise used in early August, be freed. Billy was instructed to canvass the field and find out what the situation was.

Consent was given to the proposal from the sales department that a special deal on chicken soup be made. This meant that we bill 3¾ doz. chicken soup thereby allowing our customers ¼ doz. for samples which we urge the jobbers to pass on to the retailers on the low price to popularize this item. It was suggested that this be tried out on the Pacific Coast and in Arizona. Council agreed with the sales department's proposal in this direction.

Wm. P. Hapgood wrote in, making some suggestions about the extension of the dining room and Billy, Arlie and Miss Franz had met a contractor during the week and gotten some idea from him as to the size of proposed extension and the cost of building same. It was reported that the building would cost between $3,000 and $5,000. Those in charge of this business were asked to continue their efforts to get final plans drawn and get the building put up in reasonably good time.

There followed a discussion as to the rest room space that is now available. It was suggested that the present men's rest room be used as an addition to the present label room and this lead in turn to a discussion of the need for more intensive use of our available space as it now stands rather than proceeding with any extensions of any kind.

The committee was asked to note points made at the discussion and to meet again and report back to Council.

FRENCH CO-OPERATIVES FORM BIGGEST CHAIN OF STORES

The profits of chain store operation in France are being largely returned to the consumers through the co-operative movement. The biggest mercantile chain in that country is formed by the co-operative stores. The co-operative chain of stores reached a total number of 7,500 at the end of 1928, or four times as many stores as before the war. Their business has doubled since 1920. These and other facts about the chain store movement in France are quoted by Federated Press from an article in Commerce Reports by United States Trade Commissioner W. L. Finger at Paris.

"The number of stockholders or members participating in these co-operative stores," says Finger, "is estimated at about 3,500,000, and the annual volume of business is put at 3,500,000,000 francs.

"There is keen competition between the co-operative stores and the ordinary chain stores dealing in foodstuffs and dry goods. The regular chains advertise more extensively and probably use more efficient merchandising methods, but the general idea of the co-operative stores and the distribution of profits to customers makes a strong appeal to the working class."

There are 50 district associations of co-operative stores, each association dealing with regional problems and forming the link between the local stores and the national wholesale federation. The largest district association is that of Nancy, which does an annual business of $8,000,000 for its 56,000 members. Paris, with 70,000 members, handles $6,000,000 a year.

CO-OPERATION

"Co-operation is not merely a means of saving a few dollars or a few hundred dollars in the purchase of supplies or the marketing of produce (though when properly managed it brings that result), but rather it is a movement which aims to lift humanity to a higher level, morally, socially and intellectually as well as economically. Co-operation seeks to make it impossible for one man to make profit at another's expense, to substitute service for profits as the motive of our productive and distributive agencies, and in its practical aspects to bring the necessities of life from producer to consumer in the cheapest possible manner, without profit, but with a fair return for every necessary service rendered." The Scoop Shovel.

ONE FOR FATHER

The conscientious father ceased chastising his son.

"And now, my boy, tell me why I have punished you."

The boy went on crying.

"That's it," he said, choking with indignation. "First you pound the life out of me and then you don't know what you've done it for."

A venerable Scot purchased a little radio set, and a few days later his friends asked him how he liked it.

"Well, it's aw right to listen to," he replied, "but those bulbs are nae sae gud to read by."

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Vol. 3 **MAY, 1929** **No. 4**

MRS. MARGARET ROEPKE
Assistant Leader of Kitchen of
The Columbia Conserve Company

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INDIANAPOLIS

NO MAN

No man is born into the world whose
work
Is not born with him; there is always
work,
And tools to work withal, for those who
will,
And blessed are the horny hands of toil!
The busy world shoves angrily aside
The man who stands with arms akimbo
set
Until occasion tells him what to do;
And he who waits to have his task
marked out
Shall die and leave his errand unfulfilled.

—*Lowell.*

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

MIDDLETOWN

There has been published recently a book having the title of, "Middletown." It is a study of a mid-western town or city, and it might well have had the title of Anytown, for the study, although based upon the facts discovered within one city, could be found equally well in any town of its size in almost any part of the United States of America.

The authors are Robert S. and Helen M. Lynd, but the book is the product of a co-operative enterprise in which three others participated with the Lynds, the latter acting as co-ordinators of the material gathered, and supervising its presentation in book form.

This study marks a new departure in the attitude of social research workers, in so far as it is an attempt at dissecting a modern community, using for that purpose exactly the same method or methods that are applied in the study of primitive communities or peoples.

The writers are perfectly well aware of the difficulties confronting anyone making a study of contemporary society, because of the simple fact that they are themselves members of that society, and they know that to reach scientific impartiality in arriving at conclusions is anything but easy.

Several important facts emerge from within the covers of this remarkable book, and chief among them is the one referred to by John Dewey in his review of the book in a current number of "The New Republic." That fact is the great divergence, the growing divergence, between the ideals, religious and otherwise, of our modern urban civilization and the every-day practice of that same civilization.

Dewey points out, and the book amply illustrates, that the ideals and accepted moral codes of Middletown are those of a by-gone age, and fit but ill into the life of present-day industrial communities. The cults of Middletown are based upon an unbounded belief in material prosperity, in the acquisition of material wealth by each and every one of its citizens. The making of money is the all-important matter to these people, and most of them would accept, in this regard, the philosophy of that the end justifies the means, in fact, that the end of making money in itself sanctifies any means employed to reach that goal.

The popular sermons and lectures to which Middletown listens seldom acknowledge or even mention the fact of this sharp difference, but, on the contrary, they glorify altruism, generosity and service. The divorce between what Middletown says and what Middletown does presents the citizens of every country in the Western World with a tremendous problem. It is the problem of how to adjust our ways of making a living to the ideals which we ourselves laud, or, to so modifying the ideals that we preach that they may conform with every-day practice. Those who want a clear picture of contemporary American life in a middle-sized town, can do no better than read this remarkable book. It has been written with rare skill, and the alert will find no dreary page or a meaningless phrase within its five hundred pages.

Such studies as the one now under review perform the extremely valuable function of revealing ourselves to ourselves. To do that is extremely important—for the individual—but it is still

more important for society as a whole.

If we are able to see ourselves as a social group as if in a mirror, we might then become aware of our weaknesses and our strengths, and thus set about remolding and reshaping society by a conscientious effort to build the new Jerusalem "on America's green and pleasant land."

THE MEANING OF LIFE

To weigh the material in the scales of the personal, and measure life by the standard of love; to prize health as contagious happiness, wealth as potential service, reputation as latent influence, learning for the light it can shed, power for the help it can give, station for the good it can do; to choose in each case what is best on the whole, and accept cheerfully incidental evils involved; to put my whole self into all that I do, and indulge no single desire at the expense of myself as a whole; to crowd out fear by devotion to duty, and see present and future as one; to treat others as I would be treated, and myself as I would my best friend; to lend no oil to the foolish, but let my light shine freely for all; to make no gain by another's loss, and buy no pleasure with another's pain; to harbor no thought of another which I would be unwilling that other should know; to say nothing unkind to amuse myself, and nothing false to please others; to take no pride in weaker men's failings, and to bear no malice toward those who do wrong; to pity the selfish no less than the poor, the proud as well as the outcast, and the cruel even more than the oppressed; to worship God in all that is good and true and beautiful; to serve Christ wherever a sad heart can be made happy or a wrong will set right; and to recognize God's coming kingdom in every institution and person that helps men to love one another.

W. D. Hyde.

HE MUST BE IN LOVE

Cop: "You say the judge is absent-minded?"

Clerk: "Well, in court today he dismissed the prisoner, sentenced the jury, scratched his desk and hit himself on the head with the gavel."

EDITORIAL

We have again come to the time when we have to approach and deal with problems of personnel. It is not a very pleasant task, but on account of that fact it can not be overlooked or set aside.

To sit down and discuss calmly, and without prejudice, the fitness and qualifications of anyone of our number to continue as a member of the company is a duty that falls upon the group if it desires to maintain its standards unchanged and unimpaired.

The appointment of a committee by the H. R. C. charged with the duty of investigating individual fitness to serve the company means that we have had reason to suspect for some time that a number of our associates have been recalcitrant in the performance of their various duties, and that a general feeling existed that such members of the group should be brought before the general body and dealt with in one way or another.

One of the great temptations that faces any democratic body is that of tolerating abuses and violations of rules and regulations because of the trouble, and sometimes pain, of meeting these difficulties when they arise or even when they have existed for some time. Individual criticism of misconduct on the part of many persons is often heard, but it has to be glaring and persistent if it is to be dealt with openly by the group. When there is a criticism to be made of anyone, we should hesitate before discussing it anywhere, but if, after hesitation and thought, we find it to be well founded then our duty is to discuss it first with the person concerned and later in our open council. Generally speaking, we are prone to be indulgent toward each other's shortcomings, and that seems to be a desirable attitude of mind. but when the display of good nature and tolerance spells unfair treatment for the general body or even when it works an undue hardship upon one or more of our number, then it is the plain and obvious duty of each one of us to speak up.

We have said that to criticize each other is an unpleasant task, but we are called upon to do it that we may avoid a greater unpleasantness—that unpleasantness which would arise from the wrecking of the organization, and end with each one of us losing everything which as members of the Columbia Conserve Company we have thus far gained. Delinquency in one member of the group can not be overlooked merely because he or she is one in many and that the things done or left undone by the delinquent can be offset by the concerted activity of others. To allow delinquency in one is to extend the right to be lazy, indifferent or even hostile, to all others, and it needs only little imagination for us to conceive of what would happen if a majority of any group acted upon the basis of "go as you please."

Checking up has to be done because we owe it to ourselves to prevent any subtle or open breaking of standards of conduct.

We must maintain discipline and this can be done only so long as a large number of us retain a clear understanding of the goal we seek and are armed with the courage and the determination to reach it as quickly and as surely as is possible.

It is a healthy symptom when a democratic body undertakes the duty of cleaning house; and it is particularly healthy when the duty is assumed because of a deep concern for the welfare of the group as a whole.

With us the urge to clean up and to discipline came this time as before because of our knowledge that men and women in our ranks had taken advantage of our natural indulgence, to work as it suited themselves and to act often in their own exclusive interests when these latter ran counter to the interests of the group.

The work of the present Personnel Committee can have nothing but a salutary effect upon all of us. The findings and recommendations ought to help us understand further what the Columbia Conserve Company is seeking and the part that each one of us can, ought and must play in our march toward our goal.

OPPORTUNITY

An 80-pound husband and a 200-pound wife were defendant and plaintiff respectively.

"And why did you slap your wife's face instead of helping her when the automobile knocked her down?" inquired the judge.

"Well, your honor," replied the diminutive husband," opportunity knocks but once."

A CORRECTION

There appeared in our report of the H. R. C. meeting of March 1, the following statement: The next article of agreement was "Vacations are to be figured from June 1 to May 1 of each year—." This should have read: "Vacations are to be figured back from June 1 to May 31 of each year—."

This mistake in column four of page six of the April number was due to a typographical error.—Editor.

PROMISE YOURSELF

To be so strong that nothing can disturb your peace of mind.

To make all your friends feel that there is something in them.

To think only of the best, to work only for the best, and to expect only the best.

To be just as enthusiastic about success of others as you are about your own.

To wear a cheerful countenance at all times, and to have a smile ready for every living creature you meet.

To think well of yourself and to proclaim this fact to the world—not in loud words, but in great deeds.

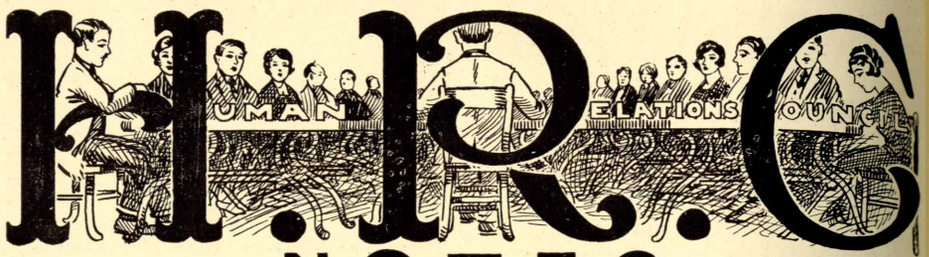
To give so much time to the improvement of yourself that you have no time to criticize others.

To live in the faith that the world is on your side so long as you are true to the best that is in you.

Belief in Limitations

The belief in limitations, the conviction that we can not rise out of our environment, that we are the victims of circumstances, is responsible for untold tragic failures and a large part of the poverty and wretchedness of mankind. Is there any science by which a man can when he thinks he can't? Is there any way by which a man can succeed while he thinks, talks and lives a failure? Until you erase "fate" and "can't" and "doubt" from your vocabulary you can not rise.

Patronize Home Industry—"Let us," said the alderman, "put our heads together and make a concrete road."



NOTES

Special Meeting, H. R. C., Tuesday, March 26

The meeting was called to order by the chairman at 6:45 p. m. Reading of the minutes of the last regular meeting was dispensed with.

The first order of business to come before the meeting was a report from the committee appointed last Friday to investigate conditions in the shipping and receiving departments. Chloe MeHarry, chairman, presented the results of the investigation and the committee recommendation as follows: (a) It believes Gilbert Givan to be unfit to carry on the job of leader in the shipping department. He appears to have the following disqualifications for that job—(1) A highly developed egotism, or good opinion of himself—as expressed in various ways in his work and attitude. (2) Arrogance — a characteristic due somewhat to his youth and inexperience. (3) Lack of ability to teach and handle people properly. (4) Lack of understanding of the principles and aims of the company.

(b) It believes John Thomas to be unfit to carry on the job of leader in the receiving department. He appears to have these disqualifications: (1) Lack of ability to teach and handle people properly. (2) Lack of firmness — too weakly good natured. (3) Lack of understanding of the principles and aims of the company.

Because of these characteristics the committee recommended that both men be removed from their present positions of leadership. In addition, it was decided that the two departments should be under the supervision of one head and that Albert Armstrong be recalled from sales work to assume responsibility for that job. The committee recommended, further, that it remain in existence in order to stand back of Armstrong in his work of straightening out any personnel tangles existant in those departments. The H. R. C. was asked to stand back of the committee and Albert in support of whatever measures seemed to be necessary in this regard.

All of these precautionary strengthening measures were included because of a feeling of possible bad reaction from the men working in those departments and, in a sense, to give Armstrong a keener feeling of moral support.

No assistants will be appointed for Albert in the two departments at this time. The H. R. C. will wait until he has been in his new job long enough to become familiar with the qualifications of his men and brings a suggestion as to whom he thinks fitted for those jobs to the standing committee. The committee will then, in turn, bring in a recommendation to council. No action was recommended by the committee in regard to any specific individuals within the two departments on charges of incompetency and bad attitudes—it being thought best to wait for further developments following this proposed change of leadership.

After further explanation by other members of the committee in response to questions raised in the H. R. C., and general discussion of the work of the committee, it was agreed by unanimous consent to accept the entire recommendation as presented.

The next order of business was the presentation of a group of recommendations to be placed on the agenda for consideration later, made by Mr. Hapgood.

1. Consideration of a special vacation for Miss Franz—proposed that she be granted two months with full pay and the privilege to travel anywhere she chooses to go with traveling expenses paid by the company. Reasons were chiefly three—(a) Health. (b) Recognition of long and valuable service. (c) Opportunity for her assistants to receive further training through functioning alone during her absence.

2. The consideration of inclusion of assistant sales managership in the one job of first assistant to the general manager and sales manager job as it is carried on at present by Mr. Hapgood. This would eliminate the choice of any person for the one job of assistant sales manager. Sales ability and experience would be a definite qualification desired in anyone who may be chosen to fill the position of such first assistantship.

3. (a) Extension of medical services to the families of salaried employees—possibly under the general direction of Dr. Burkhardt. Details of such services will have to be worked out carefully if we can agree upon the advisability of inclusion of such care in our social protections. (b) Additional medical services for our salaried employees—which might include all kinds of medical needs, i.e., occulist, dentist, podiatrist, etc.

4. Consideration of transfer of Leo Tearney from sales work to some other kind of work at the plant. Reasons given included several disqualifications for effective sales work which seem to handicap Tearney such as—lack of vision and aggressiveness and initiative. On the other hand Leo has qualifications for other kinds of work which might be utilized through a transfer. These included knowledge of cost accounting—sales letter writing — bookkeeping and freight routing.

5. The discussion of possibility of relisting tomato soup for a brief period at the previous price of 60c on No. 1 and $4.70 on No. 10. Also the advisability of opening a campaign, or special drive on No. 1 chicken soup. Mention was made of a special campaign for July shipments but this was withdrawn upon further information regarding the available supply of tomato pulp for pre-season use.

Brief explanation of all these items was given and all were listed for future consideration.

The meeting was then turned into a brief Business Council session for immediate discussion of item No. 5. (For reference refer to Business Council Notes.)

After discussion of plant capacity for production it was agreed to give permission to the Sales Department to sell another 50,000 cases of tomato soup for the season of 1929. The terms of sale and such other details as are necessary will be left to the discretion of the Sales committee. Council also approved of the Sales Department using its own judgment about the special drive on No. 1 chicken soup for a trial period.

The meeting stood adjourned at 10 p. m.

(The above report was inadvertently left out of our last issue. We are pleased to be able to present it this time, and with its presentation we offer our readers our apologies for having made the omission.)

Regular Meeting, H. R. C., Friday, April 5

The meeting was called to order by Chairman Lucas at 7:30 p. m., following the regular business council meeting. Minutes of the previous meeting were read, corrected and approved.

The first order of business was a preliminary discussion of qualifications expected in the person who will fill the position of first assistant to Mr. Hapgood in the fields of general management and sales. The following were suggested:

1. Business ability—(a) Wide knowledge of the general business field. (b) a good grasp, or understanding, of the company's business.
2. Good leadership and executive ability.
3. Special grasp of sales problems (both external and internal).
4. Aggressiveness and progressiveness.
5. Social mindedness.
6. Moral courage.

Those qualifications are to be discussed in relation to individuals who may be suggested for training in this position.

Each one is asked to give this matter serious thought and to be prepared to discuss the problem.

The next topic introduced for preliminary discussion was the matter of extension of medical services to the families of salaried employees and the added protective features for the salaried employees as proposed by Mr. Hapgood at a recent meeting. A general discussion on the implications and possible extent of such services was entered into. Some of the points raised and questions asked regarding the proposed health measures intended for the families of our salaried employees were:

1. Will the extension of medical services to families include operations and hospital expenses? Answer no—only general medical aid rendered at the home including prescription of medicine.

2. Will such a service necessitate a medical examination of members of the employee's family when such an employee himself undergoes examination for salaried services?

3. Would it be possible to allow each employee to call the physician of his own choice when medical aid is needed in his family—reverting the bills for such service to the company for payment?

4. Who should be included as eligible for medical attention under the term "Family"?

5. Will the group be willing to have the company select a doctor who would serve for the whole group—and be willing to abide by that doctor's decisions—under the general supervision of Dr. Burkhardt?

6. Would an older man inspire more confidence than a younger man?

7. What group rate would be possible if we agreed to try this plan? Suggestion is that we hire a physician at an annual salary to assume full charge of all family cases.

8. Are confinement cases to be included as general family medical care?

Discussion concerning additional aid to our salaried employees touch upon:

1. Dental care—Would it be advisable to add anything of this nature to our list of medical protections? If so—shall it cover dental work as well as examination? Are X-rays to be included? Will the employee bear the expense of work or will the company do that, too?

2. Occulist—Shall we add a consulting occulist to our staff? Shall such a service include more than examination and prescription for glasses or treatment? Shall the company be asked to furnish glasses when such are needed?

3. Suggestion made for examination and care for foot troubles.

4. Opinion that ears, nose and throat cases can be continued to be handled as they are now, under the supervision of Dr. Mueller and Dr. Canady.

All this was to be discussed further at our next meeting and it was suggested that we invite Dr. and Mrs. Burkhardt to attend so that questions might be asked of and answered by the doctor.

The meeting stood adjourned at 9:30 p. m., there being no committee reports ready to be submitted.

Regular Meeting, H. R. C., April 12

The meeting was called to order by Chairman Lucas at 7:30 p. m., following the regular Business Council Meeting. Minutes of the previous meeting were read and approved.

A report was made of the resignation of Zelma Neumeyer. She is leaving our employ for reasons of health. A statement was made that Mary Unger had been released from the company's services on Tuesday, April 9th. The reasons for this action, which was taken upon recommendation of the committee in charge of salary recommendations, were a continued attitude of indifference and of unsatisfactory work. The committee regretted the necessity for this action but was forced to conclude that Mary had failed to make the most of the many opportunities given her.

A report was made, also, about the release of another wage worker—Robert Hendrickson—on Thursday, April 11th. The reason for his release was that he seemed physically unsuited for the kind of work we had for him to perform. Because of a misunderstanding on his part he had assumed that his job was of a more permanent character and had moved nearer the plant on that assumption. This is regretted but nothing seems available for him at present due to his apparent incapacity for our work.

Following those reports the chairman asked for rediscussion of the problems of "extension of medical services to the families of salaried employees and additional medical services to salaried employees." Dr. Burkhardt, our general medical adviser, was introduced as our guest of the evening who was quite willing to answer any questions we cared to ask of him, and to give us the benefit of his advice and opinions on these matters. Consequently many questions were asked and answered. A summary of the discussion regarding "medical services to families" covered practically the same field as at our last meeting when various questions and points were raised and listed. Dr. Burkhardt was in agreement with restriction of such services to "general medical aid," as outlined, as a beginning step for such work. In addition, however, he advised the creation of an emergency fund from which a salaried employee might get financial aid for cases requiring immediate, or emergency, surgical attention of a more major character. Such a fund might be used chiefly in the form of loans to cover such emergency cases—the employees to pay back the amount as he was able to.

In response to a question as to the advantages of group medical services

in the financial way—especially as regards group rates for surgical work—the doctor stated that "special rates" for work of a surgical nature was not looked upon very favorably by surgeons, because they did not consider such "contract work" as ethical from a professional point of view. However, the hiring of a doctor by the year to assume the care of a stated group of families was in line with accepted practice—much as life insurance companies hire the services of physicians. As to the cost of such service for our group, or the amount of financial saving it would make possible, the doctor could not estimate. He said that such figures would have to be arrived at mostly by guess at first, based on past experiences of the families in question, but that careful records should be kept of all costs met by the company in this regard. Upon these records future work could be more accurately estimated.

His opinion was that our group of families, at the present time, (provided they were average in their general medical requirements,) was not large enough to absorb all of a physician's time all of the time. His experience showed that there were decided peaks and valleys in the doctor business, and during the slacker seasons our full time doctor would probably not be kept busy. This was one of the complications he foresaw. As to whether a young doctor or an older one would be more suitable—he thought it would be easier to get one who was younger and not yet too firmly established with an outside practice—(or too set in his ways). One who was sufficiently socially-minded who could "grow up" with the group would be preferable.

After quite a lengthy discussion of all this the opinion of a majority of the H. R. C. turned in favor of trying to clear up all outstanding cases of more major character in the families first—then later adding general medical and under some system of full time company physician supervision. It was suggested that such action now would do more toward relieving worry of individual salaried workers needing such assistance for their families than general medical aid would for the whole group. It was thought that when we once attended to these cases we would be on a better base to add the general aid to the whole group. Therefore, it was suggested that such cases might be handled in the same way as our salaried employees are handled now—by individual application to the Health Committee for consideration and action. A resolution regarding medical attention to dependents of salaried employees was agreed upon, finally, as follows:

"Agreed that we appropriate a fund of $3,000.00 to be used as needed to care for cases presented to the Health Committee and passed upon by that body. Individuals who have cases in their families needing medical attention are to be given the opportunity to present same to the Health Committee for consideration and action. It will be left to the discretion of the committee as to the terms of repayment if, and when, such seems advisable."

In regard to further medical services than are now cared for by the company for salaried employees, Dr. Burckhardt gave it as his advice—and the opinion of the modern medical profession generally—that "general aid" should include care of eyes, ears, nose and throat as a matter of course. Those organs all have a direct and vital bearing upon the general well-being of all individuals. Further—he advised regular physical examinations for everybody every six months. Such examinations and check-ups really formed the base for keeping people in good physical condition and preventing unsuspected weaknesses developing into serious troubles later. This is in line with the generally accepted theory of "prevention instead of cure."

Discussion of this tended to show a belief in these principles and statements in the H. R. C. It was thought, however, that in so far as care of those organs mentioned were concerned, we might very well continue our present practice of caring for cases as they are presented to, and acted upon, by the Health Committee. The matter of regular physical examinations for salaried employees, and the best way of handling same, would be taken up with our two staff physicians at present handling "examinations of employees for salaried service" (Dr. Canady and Dr. Mueller) together with advice from Dr. Burckhardt. Recess was declared for 10 minutes at 9:30 p. m.

After recess discussion centered upon the question of "Dental Care and Aid for Salaried Employees." No conclusion could be reached on this without more adequate information. Finally after much argument it was agreed that the chairman of the Health Committee be asked to secure information regarding group rates on examinations and X-Rays

of the teeth of our salaried employees. It was thought advisable to ask Dr. Burckhardt to recommend some reputable dentist, or dentists, who might be willing to take charge of such services for us.

Before adjourning it was mentioned that a report on the "group life insurance" data gathered recently should be made at the earliest possible time. Attention was called to the fact, too, that H. R. C. attendance after recess showed a marked decrease and that the meeting was not over until it was declared adjourned. This applies particularly to members, the observers are urged to stay, too.

The meeting stood adjourned at 10:15 p. m.

Regular Meeting H. R. C., April 19

The meeting was called to order by Chairman Lucas, following the regular Business Council Meeting, at 7:45 p. m. Minutes of the previous meeting were summarized briefly.

A report was made by the chairman of the Health Committee, Howard Herner, as to information concerning dental care asked for at the last meeting. He stated that he had talked with Dr. Burckhardt about this matter and that figures were to be obtained soon. A definite report will be made as soon as these figures are available.

The first item of business presented for discussion was a request made by Henry Kessler for a leave of absence without pay for from four to six weeks. This request was presented for Henry by his department leader and the reason given was "need of rest due to his present highly nervous condition" and advised by his physician. This advice was in the form of a written notice from his doctor sent in by Kessler. Homer Shelley, with whom Kessler had talked in detail about his case, stated that Henry felt that he wanted this leave of absence to "pull himself together," and to make some final disposition of some property which he is in the process of selling. Kessler has undergone a period of nervous strain during the last several months caused by the death of his wife and consequent domestic readjustments. He is in a financial position to take this leave without pay and prefers to have it that way so that he may feel free to attend to personal business, and to rest, as he sees fit.

After some discussion during which it was contended by several members that Kessler ought to be asked to undergo an examination by the company doctor, and by several that further inquiry should be made as to his financial ability to carry such a leave without pay, it was agreed to grant his request up to four weeks' leave without pay. At the end of that time he is to report to the company's doctor. If additional time is needed for rest it will be optional for another two weeks upon the doctor's recommendation.

The next matter of business was a report from the Special Investigating Committee regarding the case of Frank Smith. The chairman presented the committee recommendation—which was in two parts as follows: (a) That Frank Smith be released from our employ as soon as he is fully recovered from a recent injury to his rib and declared to be physically fit to resume work (by our doctor). (b) That a thorough investigation of the entire salaried force be carried on by a committee with a view to finding out any persons who are not "fitting in" as they should. These unfit persons to be dealt with as Smith has been.

Because it was thought that the committee has been very careful in its work and had reached a conscientious conclusion based upon good reason it was agreed to accept both parts of its recommendation. It was decided to elect a new committee of six members—(Jack Evans ex-officio, and nominations were in order.

These included MeHarry, H. Shelley, A. Myers, G. Hendricks, Armstrong, Lucas, L. Zike, W. Mullen and Nord Holt.

Recess for ten minutes was deelared at 9 p. m.

After recess the election of the new investigating committee voted in the following members: W. Mullen, L. Zike, Lucas, Armstrong, A. Myers, G. Hendricks.

The next order of business concerned the amount of vacation time due to Claude Pennington. The question asked was whether Pennington was considered as a new employee as from Jan. 3, 1929, the date of his re-instatement in the services of the company. He had been released from our services Nov. 16, 1928. The opinion of the H. R. C. was that he was reinstated as a new employee.

The next question asked was in regard to payment for vacation due him at the

time of his release under the ruling in effect at that time but which was withheld. A divided opinion existed as to the reasons for the withholding of such payment at the time of his release. It was thought by some that it was purposely withheld because we felt he was not entitled to such payment on account of the reasons for his release. Others felt that no definite consideration had been given the matter then and it was more in the nature of an oversight. The bookkeeping department was of the opinion that some understanding had been reached for withholding the payment. The suggestion was made that we grant Claude an additional week's vacation (he is entitled to one week) to substitute for the withheld payment. Taken to a vote there were five in favor and eight opposed. It was agreed that Pennington be allowed only the one week's vacation due him in his status as a new employee.

The meeting stood adjourned at 10:15 p. m.

Regular Meeting H. R. C., April 26

The meeting was called to order by Chairman Lucas at 8:50 p. m. following the regular Business Council Meeting. Minutes of the previous meeting were read and approved.

The first order of business was a report from the Stock Purchasing Committee, made by Jack Evans, chairman. This had two recommendations for the purchase of Preferred Stock in the company held by Cornell Hewson and Elmer Lewellyn respectively:

1. Cornell Hewson had presented a request that the company buy back Preferred Stock held by him to the value of $162.00. His reasons for needing the money were two. (a) To pay medical and hospital bills incurred through recent illness of his wife and daughter, and (b) To pay the expenses involved in moving his family to another house more suited to his wife's needs on account of her health. The committee recommended that his request be granted. The H. R. C. agreed to accept this recommendation.

2. Elmer Lewellyn had presented a request that the company buy back Preferred stock held by him to the value of $124.00. His reason for needing this money was that he owed a number of small bills, (amounting in total to about that sum), which he wanted to pay off all at once so that he could start with "a clean slate" and not be faced with so many weekly payments on debts all the time.

The committee had had several requests of a similar nature from Lewellyn in the past. Because of a feeling that Lewellyn used almost any supposed need, or desire, on his part to cash in stock held by him the committee felt that we might as well purchase his Preferred Stock holdings and clear his account with the company on that score. It was pointed out that he holds, in addition, $146.00 worth of stock which is at present being held as security for a loan he has made through the Columbia Credit Union. It was recommended by the committee that we grant his request and purchase the $124.00 of Preferred Stock.

The H. R. C. accepted the committee recommendation and, in addition, agreed to purchase the $146.00 worth of Preferred Stock now held by the Credit Union. Lewellyn will, of course, liquidate his debt to the Credit Union, and receive the cash balance from the latter transaction. This clears Lewellyn's total account with the Credit Union, and with his Preferred Stock holdings in the company.

The next order of business was a report on the data gathered by Chloe MeHarry and Jack Evans on Group Life Insurance and the work of Budget Advisor. A survey of the entire salaried force through personal interviews had been taken to find the extent of interest in the group in regard to these two proposed projects.

In the matter of group life insurance it was reported that there was a clear majority of the salaried group in favor of taking out such insurance. There was a slightly stronger interest among the men than among the women in this —somewhat due, on the part of some of the married women, to a feeling that a major portion of such protective measures should be borne by the husbands and fathers in the interest of the wives and children. However, enough of the group have signified a willingness to become participants to warrant our instituting a group life insurance plan if we care to proceed with the idea. It was stated that information given by one life insurance agent was to the effect that in any such plan the company would be obligated to bear 25 percent of the expense and the employee 75 percent.

Discussion was asked for and in the course of it a suggestion was made that

we agree to pay 25 percent of the costs of group life insurance up to $400 annually. This amount would enable us to carry everyone on our payroll at our maximum requirements at the present time. This suggestion was approved by consent. Further information as to specific rates available will be obtained as a next step and these figures will depend upon the average age found for the employees who care to participate. A report probably will be ready on this by next Friday night.

In regard to the reaction about the work of a Budget Advisor for our group it was found that there was far less interest and enthusiasm for this than for the life insurance plan, on the whole the women were more favorably inclined than the men on this matter. Most of the group felt it was a "good idea for others," but they themselves couldn't profit by such work very much. A good many had been found laboring under false impressions as to just what such Budget Advising meant in actual practice. A few were strongly in favor of continuing the work started by Miss Cowan.

In the discussion on this part of the report it was pointed out that while it was helpful and desirable to know the group opinion and attitude in regard to this matter it should not deter us from proceeding with such work even if a number of the employees did not fully understand, or approve, of such a course of action at this time. Several members were definitely of the opinion that we would be well advised to secure the advice of some other such expert in budgeting as Miss Cowan in order to proceed more intelligently with our plan of "Payment according to needs."

Finally, it was taken by consent that we employ a Budget Advisor to continue the work started by Miss Cowan. It was expressed that we wanted some one well qualified in this field of service who would have a social interest in the work of the company. Further, we desire someone who is willing to apply the same reason to her own salary as is applied to our general salaries—which includes consideration for "needs" and puts less emphasis upon technical skill as it is measured in the market of "supply and demand," Jack Evans was asked to secure further information about individuals who may be available and who may be interested in joining our organization. It was pointed out that in all probability the "budget" work itself would not provide full time employment and the advisor would have to be willing to "fill in" with other work.

Walter Mullen, chairman of the recently elected special investigating committee, requested that anyone who cared to suggest the name of a salaried employee for discussion by that committee should turn in the name to him.

Howard Herner reported that Dr. Burckhardt is working on the problem of getting us the information we asked for about "Dental Care," but no report was ready yet.

Chloe MeHarry reported that Frank Smith—when told of the decision of the H. R. C. to release him from the services of the company on Thursday, April 25th—asked her to inform council that he was leaving with no feeling of ill-will toward the group at all.

Mr. Hapgood asked to have the question of "length of hours for older people in our employ" placed on the agenda for later discussion.

The final report of the evening was made by Arlie Myers, chairman of the committee on "Efficiency Ratings," as follows: (a) explanation of method used by the committee in determining rates; (b) types of ratings attempted or arrived at; (c) presentation of figures agreed upon by the committee under each type of rating.

In explanation of method employed these points were made (1) all salaried employees were rated (2) no committee member submitted ratings upon himself or discussed his own case; (3) three types of ratings were attempted. In each type an attempt to set certain principles of reasoning was made first; (4) after these principles were agreed upon each of the eight committee members prepared a complete set of ratings individually; (5) the eight sets were then submitted—the *average* rate for each person was found—and committee discussion of each average followed. In nearly all cases the average was accepted and a slight advance made—that is, if the average happened to be $20.10 the rate was advanced to $20.50 the nearest half dollar.

As to *types* of ratings, (or Efficiency Rating pictures, as called by the committee) three were attempted and two completed as follows:

(1) Market rate of wages, or salaries, paid for similar work done on the outside (or rather, in other industries comparable to ours.) In this first group no consideration was given anything except what the individual might command for his services on the open market in work comparable to that done here.

(2) Job rating—the committee gave up the attempt to rate on this basis as futile after considerable mental effort had been made to reach some satisfactory conclusion without avail.

(3) A combination rating taking into consideration the following three things: (a) job performed and measured by quantity and quality of work produced by the individual—both mentally and physically; (b) the ability of the company to pay; that is—considering the increasingly larger amounts added to the bottom of the scale in the form of various differentials to cover "needs" recognition was made in the committee of the fact that the top of scale should be held somewhat in check; (c) the tendency toward more complete payment according to "needs" as a basis.

Several suggestions were offered by the committee as to how these rates—if accepted—should be paid. In the case of the rates being less than our minimum salary, for those individuals thus rated a differential check would be given which would bring the total up to the minimum. For these individuals who received ratings less than their present income as covered by any of the differentials paid to cover "needs," (i. e. marriage differential, children's allowances and "special needs.") A differential check would be added to their Efficiency Rating check to make up the total income allowed them on these grounds. In the case of any individual being granted an increase over his present efficiency rating that it be optional with him to accept or reject any portion of the increase.

A discussion of the first type, or picture, as presented by the committee for consideration was entered into. This showed the Efficiency Ratings as based on "outside market value." Figures shown on the blackboard included rates on this basis for everyone on our salaried payroll. In the major portion of the cases the rates were considerably lower than those now being received, of course, at the top of the scale where executive positions were considered the rates were correspondingly higher.

The range of rates was from $11.50 per week to $300.00 per week. After some discussion it was agreed to unanimously that we would not accept this rating as a basis of payment. That is to say, we reject the proposition to revert to a system of payment based on "supply and demand" market rates. Further discussion of the balance of the committee report was deferred until the next meeting. We stood adjourned at 11:00 p. m.

DEMOCRACY IN INDUSTRY

It is stated that America is the classic home of democracy. Our forefathers went through the pain and anguish of revolt against their mother country for the establishment of democratic ideas and the embodiment of these same ideas within the framework of a constitution.

For a very long time struggling democracies all over the world looked to America as the land of hope and glory, and to this great country came the intellectual giants, the freedom-yearning souls made sick by autocratic rule and oppression in their home-lands.

American democracy was then the beacon light of the civilized world. Today we have many democratic constitutions; today we have but a few monarchs and the drift is definitely in the direction of less and less autocracy with more and more democracy—more and more freedom for the average man. Political systems have been continually changing during the last century and a half and each modification—in spite of serious setbacks such as we find in Italy, Spain and Russia—brings us nearer to the completely democratized world of the future.

All that we see around us indicates that, politically, men are marching steadily toward freedom and equality.

What, then, of industry? What progress, if any, has been made in the direction of translating our democratic faith into practice within the field of industry?

America with its new-born zeal for freedom gave little attention to the relation of politics to industry in those far-off days of '76. Nor had it any need to do so, for industry was then but in its infancy and its development from rude household production to our modern mammoth industry could not have been foreseen.

Whilst our forefathers forged a new political system based upon human equality and whose cornerstone was belief in the innate goodness of the average citizen, they remained quite happy and content to inherit unchanged the aristocratic concepts of running indus-

try and commerce which were then and are still current in the older countries of Europe.

Thus it came to pass that politically-free America remained in all essentials a country as autocratic in the running of its economic system as any on the face of the earth and, in the main, it has remained so to this day.

Having said as much, we have now to turn our attention to another side of the picture and see what trends there are which run counter to the customary autocratic rule within our industry and commerce.

America has rightly won the coveted name of being the most generous nation in the world and one can see evidences of that in every corner of the world.

In sorely-bedraggled and war-ridden Europe, American generosity has shown itself a thousand times; in pest and famine-ridden China, Americans are always to the fore in giving succor and relief; in cyclone-blasted Florida, Cuba and elsewhere it is the generous and freehearted Yankees from each of the forty-eight states that loosen their purses and pour forth their silver and their gold, and it is also in the development of backward lands where poverty, sickness and disease reek the air that our countrymen show their willing hands.

The reason for all this is not to be found only in the fact that America is the richest nation in the world and that its bulging pockets make giving easy. It is to be found in the fact that in conjunction with the possession of this great wealth the Americans are a generous and well-meaning people and they wish well for human kind both at home and abroad.

This noble spirit has done much to mitigate the evils which are inherent within an economic system which is fundamentally autocratic and explains, in large measure, why such a system has not only been tolerated but has evoked much praise.

This spirit has led to a much wider distribution of wealth, to an appreciable raising of our standards of living for the workers of this country as compared with those of other countries and to a general attitude toward our economic system which is less critical and hostile than is the case anywhere in the world.

This spirit, too, has caused many owners of wealth—particularly in the form of capital — to establish plans whereby employees participate regularly in the profits of industry, and to the granting of many concessions designed to improve the lot of their fellows both within industry and without.

There has arisen, among other things, in this country a number of institutions which assume the shape of co-operative enterprises which insure a great measure of benefit to employers and employees, and occasionally one meets with a genuine attempt at co-operative management and control of industry.

In the main, all the above-mentioned enterprises have for their mainspring the generosity of the owners of property and in so far as they lead to a happier, fuller life for one group after another they deserve and receive wide and hearty praise.

When, then, of industrial autocracy? How is the foundation of our economic system affected by the generous conduct of employers? Only slightly! Few employers there are who question the desirability and necessity of autocracy within industry; they take it for granted and move along with the tide of men, being unaware of the nature of the system of which they form a part.

Generosity leaves autocracy untouched in the field of industry, just as benevolent and beaming squiredom left autocracy within politics untouched—nay, it often tends to strengthen and fortify it.

Generosity must be accompanied by that rare quality—understanding—if it is to help in the task of changing the basis of industry, and democracy will come into our industrial life only to the measure that we all, employers and employees alike, gain an understanding of the fundamental nature of our economic system.

Perhaps, understanding is a weak word used in this connection, for one may have it without the élan to use it. What we need to change our industrial autocracy into a democracy is understanding enforced with zeal and zest resting securely upon a vision that transcends the barriers of race and creed and which is in every particular international in its scope. Men endowed with such a vision are not to be found in great number, and those who have both this vision and the economic power to introduce and further the democratic spirit in industry are rare.

Among the latter body must be counted the men who set afoot the present experiment conducted by the Columbia Conserve Company of Indianapolis, whose activities in the field of human relationships has attracted nation-wide attention.

For over ten years this canning plant has been running successfully upon a democratic basis, beginning its career in late 1917 with the incorporation within the field of management of a few of its higher-paid executives and steadily widening this basis so that it now includes within the field, each and every employe on the company's pay roll. In less than ten years this company has passed from a normally constituted autocratically governed business into one whose foundation is the most complete and thorough-going democracy.

The change from the first to the second mode of controlling the plant and the business has been accompanied by a carefully worked out plan by means of which the employees are enabled to acquire the common stock of the business through receipt of all the profits of the business after dividends have been paid. By this system it is hoped that the group —now numbering about 160 workers— will be in complete ownership of the entire stock by 1935.

The concept of workers' ownership of industry is a revolutionary one but it is inseparable from the control of industry if the latter is to be anything more than control in name only—and both ownership and control are indispensable to the creation of a real democratic government of industry.

The Columbia Conserve Company has gone far beyond the inherited autocratic view of conducting business affairs which is common in America today and has embraced with the most complete logic the view expressed above.

The experiment began when faint suspicions were being aroused, in the minds of the then major stockholders, that the current philosophy of how to run industry was undemocratic and that it ran directly counter to the tenets of Americans' and the world's democratic faith; it began in an atmosphere of considerable hesitancy, but it has now developed into a well thought out system at once stable and firm, yielding fruits of immeasurable value in new knowledge of people and their behavior, in addition to which there has come to this company a material success such as it never enjoyed before.

The experience of this company is unique but it is so because its experiment is unique. It has ventured to be logical by attempting to practice democracy in the one field where it is all important—in the field of industry. It seeks to make America the home of democrats in an economic sense just as the great forces of eighteenth and nineteenth century history made it the home of democrats in religion and politics.

Its uniqueness and its apparent isolation is no greater than that which characterized the crude efforts of our forefathers in the realm of political self-government a hundred and fifty years ago and it may well be that for posterity the activities of an Indianapolis cannery will become as revered and sacred as the deeds that made famous Runnymede in old and Chartered Oak in New England.

The above article was contributed to "The Fruit Products' Journal," an organ printed and published on the Pacific coast. It is reproduced here by the request of a few people who read the original copy.

—J. E.

YOUTH AND AGE

No man of elder years than fifty
Should be empowered with lands and gold.
It turns them shrewd and over-thrifty,
It makes them cruel and blind and cold.

Only the young can without evil
Handle this snake and get no sting,
And toss their riches to the devil,
And think about some wiser thing.

Old men in impotence can beget
New wars to kill the lusty young.
Young men can sing; old men forget
That any song was ever sung.

Arthur Davison Ficke.

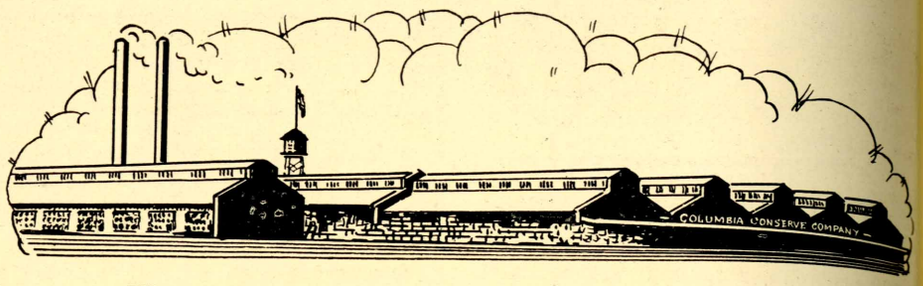
Boast not your deeds,
Think not grief avails;
No one quite succeeds
Or completely fails.

K. W. Porter.

Actor (dramatically): "A horse, a horse, my kingdom for a horse!"

Voice from the Gallery: "How will a donkey do?"

Actor: "Fine, come right down."



BUSINESS COUNCIL NOTES

Regular Meeting, April 5

The reading of the minutes of the previous meeting was dispensed with because we had only rough notes which had not been gotten into shape.

The first item of business was a report from the vacation committee. Due to the fact that our spot business had fallen off considerably it was suggested that unless it increase within the next week or ten days we cut production from 10,000 cases to 5,000 cases per week. This will enable us to have the regular vacation shut down from June 17 to July 8.

Moved and seconded that the committee's report be accepted. Motion carried.

The next item of business was a report from the committee appointed to investigate enlarging the dining room. Since the last Council meeting, definite figures had been gotten. A building 50 feet long and 35 feet wide built in addition to the dining room would cost $4,215, excluding heating and wiring. The contractor is now getting an estimate on the cost of a building 218 feet long and 54 feet wide to be built in addition to warehouse No. 5. It was the general feeling of Council that it would be unwise for us to act on the estimate already received before the estimate on the larger building had been made. Several possible solutions were presented, none of which was actually decided upon. The one which met with the most general approval was that of enlarging warehouse No. 5 and moving the printing room to that part of the building. This would give the necessary room for enlarging the office and also take care of the dining room and hospital. The printing room work which is directly connected with the office could be handled by telephone.

It was also brought out in the meeting that some time in the future the tracks would be elevated and Churchman Avenue closed. Villa Avenue would probably be opened and the front of the building would be on Villa Avenue.

After the above discussion, Council decided to refer the matter of building back to the committee and increase the committee. The committee now stands:

Miss Franz	Mrs. Carlisle
W. H. Hines	Arlie Myers
Albert Hines	Howard Herner.

Meeting adjourned.

Regular Meeting, April 12

The minutes of the previous meeting were read and approved.

Meeting was opened with the introduction of Dr. and Mrs. Burkhardt by the chairman.

The buildings committee reported that they had had no meeting during the week, due to too much other business.

The question was then asked: "Are we going to have a company picnic this summer?"

It was explained for the benefit of new members of the Council, that in the past, with the exception of 1928, it has been the custom to have a company picnic some time during the summer, in order that employees' families may become better acquainted, and promote a spirit of good fellowship.

It was moved and seconded that we have a picnic this summer and a committee of five to be appointed by the chairman, to handle it.

Committee appointed consisted of the following people: Ken Lucas, Albert Armstrong, Chloe MeHarry, Opal Hassenzahl, and Eula Toon.

The next item was brought to Council's attention by Mr. Albert Hines, production superintendent, in which he stated that in his estimation, there is much needless waste of material in the

plant. In the discussion which followed, it was pointed out that it is to the benefit of each salaried employee to eliminate waste as much as possible, including electricity and water as well as other raw materials.

In a discussion of market conditions it was reported that the St. Louis market is in a temporary slump, but the seasonal pick-up is predicted.

It was mentioned that orders for 5,000 cases of tomato soup were received since relisting of that product.

The production superintendent reported that the production schedule beginning with the week of April 22 would be cut to 5,000 cases plus spot orders. This action, due to slack in spot business, was suggested by the vacation committee in their report of April 5.

Meeting adjourned.

Regular Meeting, April 19

Minutes of the previous meeting read and approved.

First item was a report of August orders received to date, consisting of 149,895 cases of No. 1 tomato soup, 16,885 cases of No. 10 tomato soup—total of 160,780 cases tomato soup. Non-tomato products were 91,184 cases of No. 1 soups, which includes 42,000 cases of No. 1 vegetable soup, and 14,000 cases of No. 1 chili con carne, 1, 930 cases of No. 10 soups and 7,585 cases assorted soups, making a total of 100,699 cases of non-tomato products.

There followed explanation of comparative figures for February and March of 1928 and 1929. During the discussion following this explanation the following motion came up.

Moved and seconded that we present to each employee each month a statement similar to the one on the board. Motion carried.

Next item was a report by the building committee containing the following suggestions:

1. Remove the wall between the kitchen and hospital, thereby enlarging the kitchen space.

2. Move part of the stored labels from the printing room to present card room. Cut two doors between card room and present label storage room.

3. Building hospital rooms in back part of printing room, using a space of about 15 feet.

4. Tables in cafeteria to be replaced end to end in four rows north and south which arrangement will permit of a fifth row in an emergency. The lunch line will move along the outside wall.

The cost of this remodeling was estimated at approximately $1,000.

After Council had been assured that work on this project would begin soon it was moved and seconded that we accept the committee's report. Motion carried.

Meeting adjourned.

Regular Meeting, April 26

Minutes of previous meeting were read and approved.

The first order of business was the question, "What do we plan to do with wage workers during vacation shut down?" We have twenty-five men and twenty women on the pay roll who are wage workers.

Arlie Myers informed Council that in his department he could probably use from ten to fifteen men to paint. After some discussion as to the amount of labeling which will be done during the shut-down it was the sense of the Council that we post notice on bulletin board showing exactly the amount of vacations due salaried employees. Council members were instructed to study the list and be ready to discuss the wage worker problem as the first order of business on Friday, May 3.

Mr. Hapgood then questioned the committee appointed to enlarge the dining room kitchen as to the wisdom of the decision which was accepted by Council on April 19. This discussion was carried on as follows:

"How long, in the judgment of Council, will the changes which the committee recommended serve our purpose?" The answer to this question was given by a member of the committee as follows, "Until such a time as our working force during the peak load reaches the figure of 280. With the rearrangement of the tables we would be able to seat 280 people." The question was then asked, "Is it wise to spend $1,000 for such a temporary arrangement when the expenditure of $4,000 would take care of our needs on this side of bridge for a number of years?"

During the above discussion the heads of the production and labeling departments agreed that they would not have enough room to take care effectively of the business which would come after October 1. It was also pointed out that

if we would build a new building on the west side it would automatically take care of the present need in the dining room because the printing room would then be moved to the new building. The committee agreed that they had discussed the advisability of building a new building on the west side but thought it would necessitate the expenditure of too much money at the present time. When questioned, Mr. Herner stated that he thought a $12,000 or $20,000 building could be erected without financial difficulty. After a great deal of discussion, it was suggested that this matter be referred back to the committee and anyone who felt that we should take advantage of the present space should state his reasons to the committee, who will report next Friday night.

It was the sense of Council that we postpone action on the above until next Friday night.

Mr. Hapgood then asked the question, "Have we enough pulp on hand to take care of a larger pack of non-tomato products than we have now planned for our August pack?" The answer to this was that we could not pack more non-tomato products in August than we have now planned on, unless we get in some early tomatoes. The probability of this was so uncertain that the subject was dropped.

Meeting adjourned.

PLATFORMS AND PLATFORMS

Sam and Rastus were discussing politics. Rastus was a rabid partisan of the incumbent.

"Well," said Sam, "Ah like him all right, Ah guess; but his platform ain't no good."

"Platfo'm!" snorted Rastus. "Platfo'm! Say, don't you know dat a political platfo'm is jes like a platfo'm on one o' dese yere street cahs—hit ain't meant to stan' on; hit's jes' meant to git in on!"

CORNERED

Old Brown (lecturing his granddaughter): "I never see a blush on a girl's face now. In my day it was very different."

Flapper: "Why, Grandad, what did you say to them?"

Dr. Price's Practical Paragraphs

By John Edwin Price

Joy, happiness, and satisfaction are to be found in everyone's life. Everybody also has disappointment, difficulty, and sorrow.

Everyone has the power to increase the first group, and steal the harshness from the second group by the way he or she thinks.

An old man was dying. He called his sons to his bedside and remarked: "Boys, I've had a lot of trouble in my lifetime, but most of it never happened to me."

Most of the things we worry about never happen to us. Can you remember that thing which troubled you so sorely a year ago, which seemed so very important at the time?

One way of living the Golden Rule toward our fellows is to remind them of ideas which will push back worry as light crowds out darkness, and which will build within a fund of faith in themselves and in life which will help them when they are facing the facts of real problems.

It pays to remember the old saying: "A teakettle, though up to its neck in hot water, keeps on singing."

ISN'T NATURE WONDERFUL?

"Johnny," said the teacher of the physiology class, " can you give me a familiar example of the human body adapting itself to changed conditions?"

"Yes, sir," answered Johnny. "My Aunt Maria gained forty-seven pounds since she came to live with us and her skin never cracked at all."—The New Zealand Leader.

She: "Did I ever show you the place where I hurt my hip?"

He: "N-no."

She: "All right; we'll drive over there."

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
— Shakespeare —

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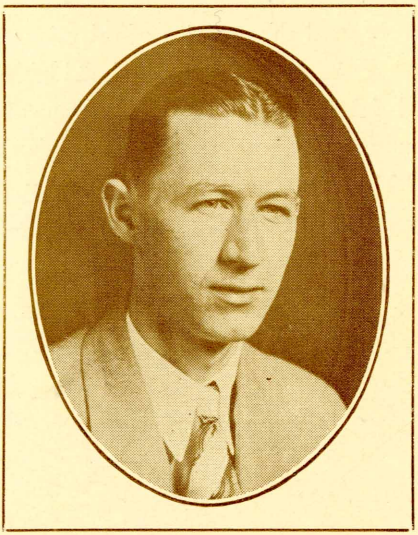

MR. BILLY HINES, JR.
Foreman, the Capping Room of
The Columbia Conserve Company

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726
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INDIANAPOLIS

It is only as a labourer that man is either capable of education or worthy of it. The men of science, the artists, the poets, the philosophers, the heroes, the saints, the captains of industry, and the captains of salvation—what are they, in the last analysis, but highly educated labourers, found most frequently in communities where culture and labour are working in alliance, least frequently where they have drifted apart, as, alas! they are drifting in these days? The great task of our times, once more, is to reunite these separated elements.—Dr. L. P. Jacks.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

LABOR IN BRITAIN

On May 30th of this year the British public was asked to choose six hundred and fifteen members of Parliament; in other words, they were asked to participate in what is known as a General Election. There were three major parties contesting for the right to govern the Brit sh Isles and to direct the destiny of forty millions of people. These parties were: The Conservatives, representing, roughly, the same political outlook as the Republicans in this country; the Liberals, the British counterpart of our own Democratic pa ty, and lastly, the Labor Party, which is the political wing of the British labor movement, and to which we have nothing in this country as yet which resembles it.

The results of the election are to hand and they show that the Conservatives, who had held power continuously for five years, were thoroughly defeated, that the Liberals obtained less than sixty seats, whilst the Labor Party was able to return to the House of Commons almost three hundred members, thus making itself the strongest single party in the British Isles.

It will be interesting to trace briefly the development and growth of this Labor Party and to show how people's opinions change with changing circumstances. Twenty-five years ago the party was looked upon as being anything but respectable, and as being unreasonably radical. At that time it managed, after bitter fighting, to return two members to the House of Commons and whilst there these two men had a most difficult time. From that date to the present day, the party has gained more and more adherents to its faith and platform, with the result that this year it polled eight and a half million votes.

The Labor Party differs from the Conservative and Liberal Parties in Britain as it does, from the Republican and Democratic Parties in this country, in that it believes in capturing poltical power for the purpose of creating a new social and industrial order.

Two of its main planks have been and continue to be:

(1) The equitable distribution of wealth, and

(2) The democratic control of industry.

In order to achieve these two ends, it has within its program several very important immediate objectives and among them are the following:

(1) Insistence upon the payment of a living wage or income to all workers.

(2) The payment of family allowances for the support of dependent children and others.

(3) The increase of present old age and widows' pensions, using need as the one qualification for the measurement of such pensions.

(4) An educational program, extending the school leaving age to sixteen, with maintenance grants to parents of children above the age of fourteen; a reduction in the size of classes so that the individual student may receive more attention than is now being paid him or her; the establishment of nursery classes, and the development of secondary education free for all up to eighteen years of age.

(5) The provision by the state of natal and pre-natal services, so that the lives of mothers and babies may be saved.

Such a program, it will seem, harmonizes very completely with the work done by the Columbia Conserve Company and it would not be too much to say that the incentives back of the British Labor Party are precisely the same as those back of the more progressive members of our own group.

We are a long way from having the eight and a half million supporters which the British Labor Party and its program has now, but we must bear in mind that twenty-five years ago the British Labor Party was not only without much sup-

port, but met with bitter hostility and criticisms on all hands. We, in this country, and within this organization, should look with great interest upon the development of political and economic thought in other countries. Doing so will tend to strengthen us in our endeavors, and in pursuing our many unorthodox objectives, we need the moral and intellectual support which comes from the knowledge that we have with us a very large army of people the world over, all anxious and desirous of building a new economic world.

"BUSINESS STATESMANSHIP"

By John Edwin Price

One of the most heartening articles dealing with the practical idealism with which our modern industries are shot through appeared in The Magazine of Business for April.

Whiting Williams, who left an important executive position with a Cleveland steel company to get the full flavor of the other man's viewpoint as a laborer in mines and factories, backs up his opinions with citations from the deeds of some of our biggest men in business.

He draws attention to the recent act of Chairman Homer Loring of the Boston and Maine Railroad, who returned $100.000.00 sent him for a distinctive service, with the request that it be administered by the trustees for the general good of all employees of the company.

He decries the less Christian spirit of an older day which gloated in such philanthropies and activities as permitted a man to say:

"It always brings tears to my eyes the way my men thank me for the big Christmas turkey I personally hand each of them."

He says some modern givings "are worthy enough in themselves, but they prove, of course, very little as to the standards of earlier gettings."

He points out that in this day of enlightened idealism that the personal growth and attainment of a man who would be a big business man in modern terms must be far superior to that of the executive of a few years ago.

He rejoices in the fact that there apparently is a genuine interest in the employee on the part of the leaders of big business, and says that:

"Unreliable sellers and customers are more and more being held in the same ill-repute as is now becoming the punishment of another old offender, namely, the executive whose first act of retrenchment is always to cut his workers' pay. Wage reductions, of course, are often unavoidable, but it is one of the outstanding signs of the times that here, amongst us, a manager who does not first try other methods of putting his house in order is now fairly apt to incur criticism, not alone from his employees but from the heads of other companies."

Of course, it is only fair in conclusion to admit that the modern executive, through his college training and the vast amount of books now appearing on the psychology of business and human relationships, has the edge on his grandfather in the possibility of carrying out the ideals that are near his heart.

An increasing number are endeavoring to embrace their opportunities along this line.

The Atlantic Monthly for May has two very fine articles by the Filene Brothers of Boston.

A lot of light is let in on modern money problems by an article in the same issue on Principles of Public Giving by Julius Rosenwald.

COOPERATIVE EXPANSION CAMPAIGN

The month of March was given over to expansion activities by the Cooperative Trading Company of Waukegan, Ill. Entertainments, speeches, advertising, house to house solicitation, bargain days in the cooperative stores and cash prizes to members bringing in new members to the society were among the means employed.

The sales quota for 1929 set as a goal by the Cooperative Trading Company is $750,000. This is 10 percent increase over actual 1928 sales. The aim will be helped by opening of a new branch store. The company now has a dairy, bakery, a main grocery and main meat market and two branches.

EMBARRASSING MOMENTS

Albert—I was told in my early youth that if I didn't quit smoking so many cigarettes I'd be feeble-minded when I grew up.

Fannie—Well, why didn't you quit?

EDITORIAL

Recent discussions in Council concerning the two important problems of discipline and salaries revealed the fact that we have made very genuine and very great progress toward the intelligent appraisal of fundamentally important problems.

Further proof of this fact was revealed recently in our Council discussion concerning the employment by us of a number of young college men whose applications were sent in because of their interest in our experiment. Those of us who have been in the organization but a comparatively short time can recall similar discussions being held with a very different temper prevailing, and often a very different outcome being the result. It is safe to presume from the fact of this change that we are making progress in the direction of understanding ourselves and other people and that progress is of much greater importance than any kind of which we can thing at the moment.

The fact that the personnel investigating committee and its reports have had a decidedly good effect upon all of us is largely due to our increased ability to understand the need for discipline and to understand, further, that the decisions of a committee are seldom colored by prejudice. It shows that we are beginning to accept impartial estimates of our own characters as being more trustworthy than those made by ourselves.

In discussing salaries we arrived at a set of decisions, on the whole, satisfactory to all of us, without much. if any, display of emotion. It seems to be an extraordinary able feat for us to perform and one of which we should feel justly proud.

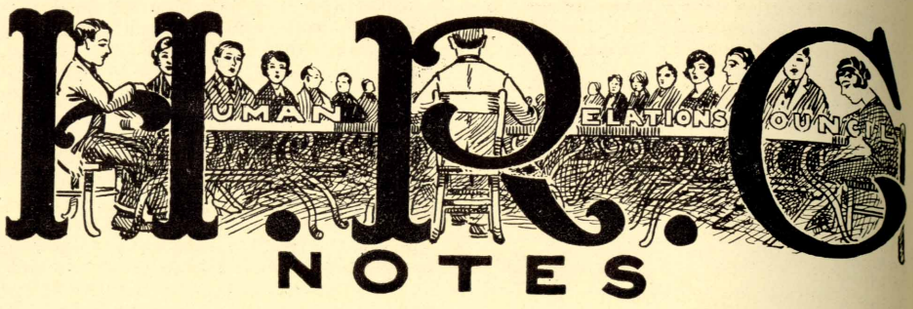
The attitude shown by us towards the employment of people, some of whom none of us had seen, and others that were known to just one or two members of the group, cannot be characterized as anything short of being generous and broad minded. This is particularly so in the case of young men being accepted by us for salaried positions without following our general practice even of having them go through a probation period as wage workers. We all know that formerly to suggest a stranger for a salaried position was to invite disagreement and trouble and those bold enough to do so did it with bated breath. Whilst it is true that we expect from the men and women whom we employ as salaried workers a good return in work and productivity, it has not always been easy to get the group to see that a person from Texas or Colorado might be employed by us with good results for ourselves as well as for the individual thus employed. This narrow minded attitude is perhaps a natural one, and would be met with in many organizations besides our own. The fact that we are getting away from it is something achieved and something of which we all ought to feel proud. Our attitude towards people outside our own organization will be sound and wholesome when it approaches in character that of the major stockholders who first of all proposed the present cooperative plan of the Columbia.

Twelve years ago the workers of the Columbia Conserve Company were almost as completely separated from the owners of the business as people residing in another town and separated from us now. Yet that separation and strangeness did not prevent the stockholders from adopting a generous attitude towards us with the consequent benefit for all concerned. We can only be consistent with the aims and ideals of the founders of the Columbia so long as we are as generous to others as they were and are with us. If we show that generosity there can be no doubt about our success. We will profit by the display of that attitude perhaps to a greater extent than those toward whom we show it.

Our generosity must be tempered by good reason and under no circumstances must it be unduly sentimental. We need to remember all the time that we are running a difficult business enterprise and that we must always maintain ourselves in such shape as to be able to exist and to make continual progress. We might say that our task is that of showing the maximum generosity towards all people consistent with the successful running of a canning plant within a highly competitive business world.

Bill Jones, a county storekeeper, went to the city to buy a stock of goods. The goods were forwarded immediately and arrived before Bill.

As his wife looked at the largest box, she gave a shriek and rushed for the hammer. A neighbor, coming to her assistance, asked what was the trouble. Pale and trembling, she pointed to the notice on the lid: "Bill inside."—The Reflector.



NOTES

Regular Meeting H. R. C., May 3, 1929.

The meeting was called to order by Chairman Lucas at 7:45 P. M. Minutes of the previous meeting were read and approved.

The first order of business was the discussion of the granting of leaves of absence without pay in connection with regular vacations when such are requested. It was taken by consent that the granting of such requests be left to the discretion of department heads.

At the choice of the meeting the next order of business called for was a discussion of the work of the Special Investigating Committee accomplished to date. Walter Mullen, Chairman, presented three cases with the committee recommendations as follows: First, the case of Elmer Lewellen. To begin with it was explained that the method adopted by the committee to discover persons who might merit investigation as to attitude and performance had been to ask each committee member to submit any names which occurred to him as being in that category. Lewellen's name had been suggested by six of the seven members. In addition to discussion among committee members various persons were called before them and interviewed in order to gather representative opinions. The evidence gathered in this manner showed that Mr. Lewellen had not been producing satisfactory work, that he did not do all that he might do and the quality of his workmanship was poor. As to his attitude, the majority opinion was that it was decidedly bad. He lacked the willingness to co-operate with his fellow-workers and, though perfectly willing to take advantage of all the benefits offered by the group, failed to show any desire to give commensurate service in return. These two charges of poor work and bad attitude were factors which had a bad effect upon other workers and were harmful to group morale. On this basis the committee recommended Mr. Lewellen's release from the services of the company.

Discussion of the report on this case showed that there were a number of people who thought the charges made were justified. Mr. Lewellen was present and was given opportunity to state his side of the case. He said he thought that his work had been satisfactory until Arlie Myers had been put in charge of the Mechanical Department (where Lewellen works) but that because of personal dislike of some sort he had been the victim of a lot of unjust criticism from Arlie. An effort was made by various committee members to make clear to Elmer that there was no basis of truth in his belief that any such personal prejudice was the cause of his difficulties. It was stated, and repeated, that the criticisms offered were much more widespread and general than Mr. Lewellen was will ng to believe. The H. R. C. agreed, by unanimous consent, to accept the committee recommendation to release Mr. Lewellen, effective as from today.

The second case was that of Harry Scroughams. In this report the committee members were shown to have been unanimous in submitting his name for investigation. As a result of the same process of interviews and committee discussion the facts seemed to be that Scroughams was a harmfully disturbing element in breaking down group morale. He was found to be a hard worker and to be fairly intelligent but seemed to be unwilling to co-operate with the group. He talked entirely too much on the floor of the factory in a fault-finding way and was a persistently subtle bad influence upon his fellow workers to the detriment of the whole group. His whole philosophy of meeting obligations, financial and otherwise, seemed to be that of "getting by" at the expense of the other fellow if you could. The committee recommendation on his case was for release as from today. After some discussion, mainly a bolstering of committee opinion by members of council, it was agreed to by unanimous consent that we accept the committee recommendation.

The third case was that of Willie Kalscheur. This differed from the other two cases in that the committee recommended that Willie be told of his shortcomings in open council, and disciplined by that body, but that he be given a further chance to improve. Willie's chief failing seemed to be an unwillingness to co-operate with his fellow workers. While he was strong and capable of doing a great deal of work he tended to regulate his productivity to that of whomever he chanced to be working with, irrespective of comparative strength. Another fault was an unwillingness to go beyond his exact number of working hours when such seemed necessary in order to complete whatever job he was engaged in and was needed for. His department leaders had found it necessary to check up very closely on Willie in that regard. These and various minor criticisms were explained to Willie, who was present, and he was told how he might improve his attitude by several members of council. Explanation of possible reasons for his laxness was offered by two persons as being a misunderstanding of what was expected of him, and perhaps an indirect feeling of ill-will expressed by the group toward him as a new-comer resulting in non-co-operation on his part. This latter reason was disproved by members of council fairly conclusively, however. With this general expression of opinion offered him before the meeting it was hoped that Willie would take the criticisms given in the spirit in which they were intended and profit by them.

After a ten minute recess at 9:15 P. M., the subject of efficiency ratings was broached again. Further discussion of the column of figures offered as outside, competitive ratings was entered into. After a good deal of discussion and explanation as to the manner of arriving at these particular estimates it was agreed to accept this group of figures tentatively, subject to individual revision, and to use the method employed by the committee as a "method of grading" salaries.

These rates were not to be used as a basis of payment in themselves, however, but simply as a means of showing the difference between rates paid in the competitive market for comparable work and rates paid within this organization. Further discussion of the committee report will be entered into at the next meeting.

After agreeing to hold a special meeting on Tuesday, May 7th, the meeting stood adjourned at 11:00 P. M.

Special Meeting H. R. C., May 7, 1929.

The meeting was called to order by Chairman Lucas at 6:45. Minutes of the previous meeting were summarized. The purpose of this special meeting was the further discussion of the work of the Efficiency Rating Committee and the first step taken at this session was a resume of previous discussions of the one set of suggested rates called Outside Ratings.

At the last meeting it was agreed to accept the method employed by the committee to obtain these rates, and to use this procedure as a "method of grading." Briefly, this means the rating of each salaried member as to his possible "commanding power" in the open competitive labor market as nearly as such can be figured, using the obtaining market rates for comparable work in other organizations. These figures were to be used to show the difference between what an employee might get elsewhere and what he does get in our organization. This means that in about 85 percent of the cases of our salaried workers there is a decided amount of income received through minimums and differentials based on needs over that which might be commanded elsewhere.

Since the purpose of this type of rating was to show as adequate a picture as possible of "outside" versus "inside" conditions regarding wages and employment it was suggested that other factors than mere rating of the employee in a similar job elsewhere should be taken into account. This suggestion met with approval and a list of other factors was offered. These included:

1—Ability to secure a job elsewhere on account of age, or physical incapacity other than age.

2—Ability to retain a job elsewhere without the support of an organization like ours.

3—Ability to retain a job elsewhere due to temperamental disqualifications; or interest in another type of enterprise.

4—Ability to secure the same kind of job elsewhere, considering lack of formal education in some instances.

In the light of these additional factors for consideration council was asked to review the list of "outside rates" on the blackboard as suggested by the committee, and to challenge any names which seemed to show a rating either too high, or too low. These challenged names were

to be returned to the comittee for reconsideration. It was agreed that two additional members should be added to the committee for this further work and these two were left to the choice of A. Myers, chairman, and Evans, ex-officio member of the committee.

About twenty names were challenged after a careful check of the entire list of ratings, some as being too high, others as being to low. These will be reviewed as soon as possible by the committee and a further report made concerning them.

The proposed next step in our discussion of this general problem of ratings was the group of figures offered by the committee as "Inside Ratings." This will be carried over to our next meeting.

Abiding by the rule governing adjournment of Special Meetings held during the week at night, we stood adjourned at 9:15 P. M.

Regular Meeting H. R. C., May 10

This meeting opened with the discussion of Frank Smith's request that the company purchase from him his preferred stock to the value of $362.00. Following the practice of converting the preferred stock of discharged employees into cash, council agreed that Smith's request be granted.

The Personnel Investigating Committee gave its report to council through the medium of Kenneth Lucas. Ken had been acting as chairman of the committee for the last week on account of Walter Mullen's sickness and consequent inability to attend committee meetings. The only matter contained in the report given to council was the committee's recommendation that John Passwaiter be released on account of his persistent refusal to cooperate with his fellows on the floor of the factory and in council, as well as his display of disagreeableness towards many of his associates.

The charges against John were carefully noted in the report and after a statement made by Jack Evans to the effect that the committee recommendation was not supported by all members of the committee, there being one dissentient, the matter was left in the hands of the H. R. C.

A question was asked as to whether John had been given warning of his shortcomings and the replies given by Arlie Myers and Jack Evans did not seem to indicate that such had been the case. The minority report from the committee was based upon the belief that John had not been adequately warned and that he should be given a further trial after the matter had been discussed this time. Council's opinion seemed very much affected by this question of warning given to the recalcitrant employees, and it was ultimately decided that the committee's recommendation to release John Passwaiter be rejected. Before council accepted this motion several people spoke, stating that there was great danger that if John were retained in our employ in face of the committee's recommendation to release him it would tend to give him the impression that he had won a victory over the committee. He was, however, warned by those who felt that he ought to be retained that the criticism leveled against him was substantiated by facts and that he could not afford to take any liberties because of the accident that the committee's recommendation was not accepted by council. By unanimous vote it was agreed to give John further trial with the understanding that the present discussion be taken as a serious warning by him.

John thanked council for its consideration and promised to do his best in the future.

The next matter to come before the council was the report of the committee discussing adjustments in salaries. Following upon the council meeting of Friday whereat the committee was asked to discuss the names and figures then challenged, the discussion led into a general consideration of what the challenges meant and why they were made.

The committee had taken into consideration, because of council's instruction, the matter of the individual's age, his physical capacity, his ability to hold a job on the outside after he had once obtained it, temperamental difficulties, lack of education, etc. These considerations complicated the work of presenting an accurate picture of what an individual would or might earn outside this organization.

Because of the inherent difficulty of the perplexing problem of incomes, this discussion became very general in character and resolved itself into a consideration of the two dominant philosophies which we have heard of so frequently within our organization during the last three years—the philosophy of payment according to needs, and that of payment according to efficiency. Members of the Human Relations Council were asked to state for themselves which of the two philosophies they accepted or whether they rejected both in favor of a compromise of one kind or another. Most

H. R. C. members expressed themselves definitely as being in favor of payment according to needs for themselves, but several added the proviso that they deemed it unwise to urge or in any way coerce others to accept it. Several members stated that they had not a sufficiently clear picture of what the two philosophies involved and found themselves unable to accept either.

The fact that one mode of paying salaries was antagonistic to the other was brought out several times in the course of the discussion, and it was shown to be a very difficult matter to effect any kind of satisfactory compromise between the two suggested proposals. The whole discussion served to clear the air considerably, and a great deal of enlightenment must have been shed upon the minds of all who were present at the meeting. No definite conclusion was arrived at at this meeting and it was agreed upon to hold over the discussion until our next council meeting.

A short statement expressing his sincere thanks to us for our courtesy shown and assistance given him while on an extended visit of inspection to us was made by Mr. John H. Hader of "The Inquiry," of New York, and following, it was agreed to that a special council meeting be held on Tuesday, May 14th.

The meeting stood adjourned at 10:30 P. M.

The above report for H. R. C. meeting of May 10th is a summary. The meeting was reported verbatim and it will appear in that form in our July issue of the Cauldron.—Editor.

Special Meeting H. R. C., May 14, 1929

The meeting was called to order by Temporary Chairman Evans at 6:45 P. M. in the absence of Mr. Lucas, who was away on vacation. Minutes of the previous meeting were summarized briefly.

The first item of business was a rediscussion of the application of Otis Sandefur for membership in the H. R. C. The application of Sandefur had been discussed and tabled for a month pending observation of his qualifications for membership. Because Sandefur is a wage worker and some doubt was expressed as to his ability to meet the qualifications desired in salaried persons the discussion on his membership application was on two main points: 1—has he the possibility of becoming a salaried member of the group; 2—has he the desired qualifications for H. R. C. membership?

Because of considerable doubt being expressed on both these counts it was decided to reject his application for the time being since the majority were opposed to accepting him as a member now.

The general discussion of Sandefur's case brought up the question of the advisability of accepting wage workers as H. R. C. members. The majority opinion was opposed to including wage workers unless there were outstanding qualities in individual cases which would lead us to believe that they would be valuable additions to the H. R. C. membership and showed considerable promise of being salaried material ultimately.

The next item presented was a report on the case of Leo Tearney. Recently Mr. Tearney was asked by council to accept a transfer from sales work to the plant office. This involved the moving of his family from Kansas City to Indianapolis. A letter has been received from Leo stating his willingness to accept the transfer and that he plans to have his family moved here by August, at which time he will be ready to report to the plant to begin his new duties.

The next order of business was a continuation of the discussion of "Inside Efficiency Ratings." At the last meeting a fairly large percentage of the people attending expressed opinion on the question of "payment according to needs" as being the logical method for our company to adopt—with no further increases to be granted over already established salaries because of increased efficiency. The discussion again centered on this question and various views were offered. Three main points of view were offered.

1—Opposition to any further increases on efficiency.

2—In favor of giving advances for efficiency above needs, provided the needs of the group were covered first.

3—In favor of showing decreases in efficiency, when such occur, if increased efficiency above needs is to be paid for.

The most general opinion seemed to be that the two theories of "needs" and "efficiency" do not mix and that one or the other must be chosen as a method of payment by the individual affected.

A number expressed the desire to leave the choice with the individual, though choosing "needs" for themselves as a basis of payment.

Finally, it was suggested that we might relieve the burden of choice of

acceptance of one method or the other by acceptance of the statements of those individuals who have been rated an increase on the basis of efficiency (as shown in the "Inside Rating" group of figures), who professed to agreement with the payment on "needs." For anyone who did not, either by actions or statement, subscribe fully to this philosophy of payment for needs, and who seemed to be decidedly underpaid in comparison to his fellow workers on the basis of efficiency, council could recommend such payment on efficiency as seemed to be justified under the circumstances. This suggested method of meeting this phase of the problem met with the approval of those persons who advocated voluntary acceptance of the "needs basis."

The next task was to select any individuals in the group who seemed to fall in the latter category of "special consideration." Only one name was chosen, that of Albert Hines, Production Superintendent. While Mr. Hines does subscribe in part to the "payment for needs" basis he has stated that he is not in entire sympathy with such procedure. It is believed that in comparison with others, on the efficiency basis, Albert is considerably underpaid. Therefore, his case will be referred back to the efficiency committee and a rate set for his services in comparison with others who contribute similar efficiency. When such a recommended rate is agreed upon by the H. R. C., Mr. Hines will be asked to accept whatever increase is granted. If there are others in the group who seem to fit into this category their names should be presented for consideration, either by themselves or by others.

The next item of business was a letter presented by Mr. Hapgood from a representative of a group of New York bankers. This concerned a proposition to buy out the common stock of the company. Mr. Hapgood explained that the only proposition we could consider would be the selling of a block of preferred stock sufficient to enable us to buy out the common stock holders ourselves. If this group of bankers would be interested in the purchase of such preferred stock (which is very doubtful) the question for us to decide is, "Are we ready to assume ownership of the business as a group of workers?" An interesting discussion followed. Two opinions were advanced.

1—That we are morally strong enough, and technically capable enough, as a group to assume the responsibility of group ownership now; and that we will gain more knowledge through the experiences incident to working out whatever problems face us in this field as we go along.

2—That we are not yet quite ready to assume the responsibility of group ownership; and we would be better advised to proceed more slowly toward the goal of such ownership.

Majority opinion favored the first premise and it was agreed to ask Mr. Hapgood to interview the representative in regard to the sale of such preferred stock when he is in New York this week. In the meantime Mr. Herner was asked to look up the legal aspects of such a proposition. The meeting stood adjourned at 9:30 P. M.

Regular Meeting H. R. C., May 17, 1929.

The meeting was called to order by Temporary Chairman Jack Evans at 7:00 P. M. following a brief Business Council Meeting. The minutes of the previous meeting were summarized.

The first order of business presented was the consideration of four applications for employment with us.

1—David Henderson, a young man who will graduate from Earlham College in June, has applied for work with us because he is interested in our experiment in Industrial Democracy. He is 21 years old, has an agricultural background, seems physically fit and strong, and has worked his way through college. On a recent visit to the plant, made for the purpose of presenting his application in person, he impressed those who met him quite favorably. Jack Evans presented his application and suggested that we offer Henderson a salaried position, beginning July 15th. Some objection was raised to placing him on salary on the theory that it would be wiser to have him start on wages and then qualify for salary in the usual manner. A question was raised as to our need for his services and our ability to add to the salaried force at this time. The answers to these were affirmative. A majority was in favor of offering him a salaried position and this was agreed to. He will start work with us on July 15th at the minimum salary, subject to the usual medical examination.

2—Gilbert Nowell, a young minister of Pittsburgh, Pa., desires a job for about three months, beginning in the late summer. He wants to work with us for the industrial experience and because of his interest in our plan of management. Without much discussion it was agreed to offer Mr. Nowell a job on

wages for the time he can spend with us. Since he is a married man, he will be entitled to the wage differential of 10c per hour for need, or a total of 50c an hour, with the usual guarantee of 50 hours per week.

3—E. C. Danysg, a young Frenchman, at present employed in Buffalo, N. Y., wants a job with us from mid-June until November, at which time he plans to return to France. He wishes to work here on account of his interest in the plan of management and wants first hand experience with it. It was agreed to offer him a job on wages, in the usual manner, to begin June 17th.

4—Carl E. Wood, a young man from Indianapolis, has had three years' training at Butler University, is now 24 years old, and would like to secure permanent work with us. He has had some experience in Industry, principally of a technical nature, and is physically strong enough for any kind of work with us. He was recommended favorably by Jack Evans and Mr. Wm. H. Hines as being a desirable type to help build up the organization within the mechanical department. After brief discussion it was agreed to offer Mr. Wood a salaried job, at the minimum salary, to begin May 24th, subject to the usual medical examination.

The next item of business presented was a report from the Health Committee by Howard Herner, Chairman. This covered recent activities of that body as follows:

1—Care for dependents of salaried employees.

a—The medical attention needed by Mrs. Jack Evans is being provided for through the emergency fund.

b—Mastoid operation was provided for Camilla Hewson, daughter of Cornell Hewson.

c—Tonsils were removed for Irene Armstrong, daughter of Albert Armstrong.

2—Care for salaried employes:

a—Eula Toon had been sent to Dr. Mumford and treated for foot troubles.

b—Arlie Myers had been sent to Doctors Burchkhardt and Mueller and treated for sinus trouble.

c—An operation of major character needed by Ruby Hawkins is being arranged for.

In addition to this report of cases under its care the committee offered the following recommendation for the consideration of council:

"That all medical and all dental care, together with oculist care, with the exception of provision of lenses and frames for glasses, be paid for by the company for the salaried employees when the cases are handled by the Health Commitee and the patients agree to accept the treatment recommended by our doctors."

After very brief discussion it was agreed to by consent that we accept the recommendation regarding medical and dental care. Exception was taken to the exclusion of provision of lenses and frames for glasses, however, and a lengthy discussion followed. Because it was thought that glasses constituted needed equipment for effective service as much as dental work; and that the cost of providing same might prevent the use of them when needed by some people, it was agreed to, finally, "that the company pay for oculist examinations and prescriptions, for the first pair of lenses, and for one pair of standard frames up to the amount of $5.00. Needed changes of lenses are to be provided on doctor's prescription, and reasonable breakage of glasses are to be replaced provided the individual could not replace them himself." It was further stipulated that it was important to see that *needed* glasses were *used* when prescribed.

The next report was from the committee on "Salary Recommendations" and was presented by Arlie Myers, Chairman. He stated that the progress of four people was being checked and watched and while each of the four was improving they were not quite qualified for salaried positions yet, in the estimation of their department leaders. These were Dale Billman and Edna Pavey, office stenographers; Harry French, Capping Room; and Estel Goodnight, Process Room.

Two men were recommended for salary by the committee. These were Willgust Morris and Chester Freeman of the Kitchen Department. Brief discussion of the qualifications of these two was entered into and both were accepted for salary by consent, subject to medical examinations.

The next item presented was the matter of "length of hours for older, and for physically weak people." It was suggested that department heads be given the responsibility of recommending action regarding such persons to the Health Committee. Subject to decision of the Health Committee on such recommendations the hours for such people would be regulated and the department

heads would be responsible for carrying through such regulations.

The next report presented was from the Efficiency Rating Committee by Arlie Myers, chairman.

This concerned the setting of a new salary rate for Albert Hines according to instructions received from council at its last meeting. The recommendation of the committee was that Mr. Hines' salary rate should be increased from $48.00 to $55.00 per week, or an advance of $7.00. Discussion of this disclosed that in the estimate of the committee Mr. Hines was to that extent underpaid in comparison to others contributing a comparable amount in efficiency—as nearly as it could be estimated. It was agreed to by consent that we accept the committee recommendation and that it be effective as from May 24th.

A brief discussion of the two additional planks in the membership requirements for the H. R. C., as listed on the agenda under unfinished business, was entered into. One plank, as suggested by Arlie Myers, referring to "ability to contribute to the work of the H. R. C.," was withdrawn from further consideration by him. The other, which refers to an agreement to the acceptance of the "needs" basis for payment, was deferred for further consideration for a month.

The final report of the meeting was from the Special Investigating Committee and was made by Jack Evans for the chairman, Walter Mullen, who had been ill. This covered a summary of twelve cases which the committee had investigated and had handled in an explanatory and disciplining manner outside of council. In some instances individuals had been told of charges and shortcomings by the whole committee; in others this had been done by one or two members of the committee delegated to handle certain cases in the matter of explanation to the individual concerned. In all the cases reported on the committee felt that a good response had been made to the criticisms offered and that the individuals affected would use the information given them regarding conduct and attitude and profit by so doing in improved workmanship and general temperamental better harmony. If such results are not obtained further action will have to be taken in the future. It was stated that outside of one or two minor check-ups this completed the work of the committee unless someone had something else to present to it for investigation.

There being no further business to come before the meeting we stood adjourned at 9:40 P. M.

Regular Meeting H. R. C., May 24, 1929.

The meeting was called to order by Chairman Lucas at 8:00 P. M. following the regular Business Council meeting. Minutes of the previous meeting were summarized.

The first order of business was a re-discussion of the subject of oculist care for our salaried employees. There was a division of opinion in the group as to whether such care should include the replacement of glasses, or frames, when such have been broken by the employee. After considerable discussion as to the responsibility of the worker for the care of such equipment which will be used at home, and other places besides at work, and the difficulty of determining what might be termed reasonable breakage, it was agreed to accept the following recommendation in regard to this matter: The Company will assume financial responsibility for the care of eyes for salaried employees to the extent of providing payment for (a) oculist examination and prescription, (b) the first pair of frames to the sum of $5.00, (c) for the original lenses, and (d) for necessary changes in lenses on the doctor's prescription.

The next order of business was a report from the stock purchasing committee made by Jack Evans, chairman. A request had been received from an employee recently released from our services (Harry Schrougham) to have the company buy back $100.00 worth of preferred stock held by him. His reason was need of cash to provide medical attention for a son. In line with our usual practice of buying back the preferred stock held by employees who leave the company, when such is requested, it was taken by consent that we grant the request of Mr. Schrougham.

Next the question of how vacation allowance for Business Council service for Antioch Students should be figured was raised by the bookkeeping department. It was decided that such vacation allowance should be figured for the time served while on salary and should apply to everyone alike—with the usual provision of one-half the regular allowance being granted to Antioch students who work just half the regular payroll time on account of part time school work.

The next matter of business was a report from the Health Committee made by Albert Armstrong, temporary chairman. The first item in this report covered a recommendation for the care of daily plant visits and emergency work as done by Dr. Canady now, during a period of

two months when he will be away on a vacation. Dr. Canady has arranged to have another doctor take over this work in his absence. This doctor will not make daily visits to the plant during the vacation shut down period but will be available for any emergency work needed. For the month following the shut down he will make the usual daily visits to the plant. This recommendation was accepted by consent. The next item covered an explanation of, and a recommendation for, the work of making a survey of our dental needs. Mr. Armstrong stated that Dr. Burckhardt had consulted with Dr. Henshaw, the dean of the Indiana University Dental College, and, together with Mr. Herner and Mr. Armstrong, arranged to have a dentist selected to do the dental examinations necessary to base estimates for future work needed by our salaried employees. This selection had fallen upon Dr. Leer, a young dentist who is a teacher at the dental college and who practices dentistry part-time. Therefore, upon the recommendation of Dr. Henshaw, the committee in turn recommended Dr. Leer as being well qualified to do the dental work required by us. Dr. Leer was present, and was introduced and agreed to answer any questions regarding his work which might be asked. After some general discussion it was agreed to that we accept the committee recommendation of Dr. Leer as company dentist. The next part of the report dealt with an explanation of the first step in the dental program, that of making a general survey. Arrangements have been made with Dr. Leer to have him spend half a day each day of the week of June 10th at the plant, during which time he will make examinations of the teeth of all salaried employees. It is estimated that these examinations can be completed in approximately seven days and the charge for these services will be $10.00 per day. The only equipment needed for this work will be a dental chair which has a head rest. Such a chair can be rented very cheaply. After all the examinations have been finished Dr. Leer will estimate the cost of the dental work necessary for the group. When these costs have been submitted the committee will be ready to proceed with consideration of next steps and will bring in a further recommendation. After some discussion this recommendation was accepted by consent.

The next matter of business was a question regarding the salary status of Chester Freeman. Chester was accepted for salary on May 17th and starts on that basis as from today. Jack Evans presented this question at Freeman's request. It seems that Chester has been drawing the wage differential of 10c per hour allowed to married men on the basis of needs. His total hourly income has been 50c and his weekly rate $25.00. Recently his wife left him and divorce proceedings were carried on. The question is—shall Chester be paid the salary next higher than his recent total wage income of $25.00; or shall he be placed at the single minimum of $22.00 per week which is the next higher than his wage rate not counting the wage differential for married status; or shall he be given the marriage differential on salary? He states that the divorce was not granted, that he and his wife are still separated, and that he is not now liable for her support. In the general discussion following this certain factors were hinted at which might disqualify Chester from the salary status because of possible harm to group morale. Because of the uncertainty of these rumors it was decided that the case of Chester Freeman be referred back to the committee on salary recommendations for further investigation. In the meantime it was agreed to that Chester's salary status be the single minimum of $22.00.

At this point the various visitors of the evening were introduced and each commented briefly on impressions received of the Council meeting.

Before adjournment Mr. Hapgood asked if we might not take time to discuss a matter which he wanted to place on the agenda and which ought not take long to decide. This was the question of the use, or need, for the continuing to ring clock cards by the salaried employees. His opinion was that if no special use was made of the time records kept by such clock punching we might well discontinue the practice since no moral effect was obtained or used specially. The bookkeeping department does not use the time clock records to figure costs since total time must be paid for anyway. Neither does it bring records of absenteeism or tardiness to Council's attention because of time card records. These latter two disciplinary measures are handled by group criticism and will continue to be so regulated in all probability. On the basis of the information from the bookkeeping department that clock card records are not a necessity in our cost records, and after some discussion of possible moral effects it was agreed to by consent that we abolish the use of time cards for salaried employees as from the beginning of the fiscal year 1929-1930.

Following this the chairman announced

that this meeting would be the last attended by Miss Franz before starting on her European trip. She will sail from New York on May 29th and will visit a number of countries during her two months of travel. He extended to her the hearty good wishes of the entire group for a successful and happy voyage. Miss Franz acknowledged the applause of the meeting and expressed her sincere thanks for the opportunity to fulfill the dream of her life-time, a trip to Europe.

The meeting stood adjourned at 9:45 P. M.

Organizations Developed to Strengthen Wholesale Grocers and Their Independent Retail Grocers

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During the past few years there have been many changes taking place in the field of merchandise distribution. Every line of merchandising has been experiencing a changing attitude toward old methods of distribution. Probably the chief reason for this changing attitude, and the resulting developments in connections between manufacturer, wholesaler, and retailer, has been the invasion of their fields by the regular chain stores. A name that might be well applied to the new organizations that are developing to meet the regular chain store competition would be "voluntary chains"*. They express a further application of the chain principle—but without the destruction of individual ownership by wholesaler and retailer.

*American Institute of Food Distribution.

These voluntary chains are being developed especially in the field of food distribution, and are factors of direct importance to every one in the industry. There are a great variety of relationships being established with the general purpose of strengthening the wholesale grocer and his independent retailer against chain store competition. The chief attempt seems to be to simplify the relationship between wholesaler and retailer, and between wholesaler-retailer group and the manufacturer. Because the chief weakness of the chain store system is the lack of individual ownership of the retail outlet, these voluntary chains retain the principle of individual ownership and thus do not lose the primary incentive of effective store merchandising.

The majority of voluntary groups which have been formed are affiliated with one of these national groups: Independent Grocers' Alliance, Geo. W. Simmons Corporation, Clover Farm Corporation and the Red and White Corporation.

The following brief paragraphs will give an insight into the outstanding points of each of the above national groups, giving the reader some idea of their respective methods of operation and scope.

The Red and White system is the only one of the four whose organization extends outside the United States. Of their thirty-six wholesale branches, twelve are in Canada. The Red and White Corporation receives its income from commissions averaging 2½ percent paid it by manufacturers on purchases through the central office. The retailers are obliged to purchase all goods through the wholesaler, except produce and other lines not carried (tobacco, drugs, etc.). An extensive and complete line of merchandise is carried under their private label, "Serv-Us," and the aim of the system is for the retailer to do as large a volume of business as possible under the private label. The "Serv-Us" label is being changed to a "Red and White" label, and a second label, "Blue and White," is being made. The Red and White organization is unique in that it distributes back to members all net profits of operation. The outstanding characteristic of this group is the degree of control exercised over the retailer through the jobber. Another characteristic is the intense educational program that is carried to the retailer and his employees. Certainly an educational program is a greatly needed service for the average retail grocery merchant.

There has been this one criticism of Red and White, and that is, that the Red and White organization has never shown any signs of the aggressiveness of a promoter in soliciting new accounts. If we will examine the results of other organizations who are users of high-power promotion to get new jobbers, we will find that a less stable and less efficient organization is built up. The chief problem of Red and White, in order to get desirable members into their organization, is to surmount or break through the inertia that is found in the office of many a wholesale grocer. Fundamentally, the Red and White system is the most sound of any of the voluntary chains, and therefore, will be still in the picture after many of the others, that are being put over with a bang, are out and forgotten.

The Clover Farm Stores Co. operate through twelve wholesale grocers and have some 1,500 retail outlets. The Clover Farm organization receives its income from a brokerage paid it by manufacturers. Also, each retailer pays $37.50 for membership in the organization. The retailers are obliged to buy all merchandise from member wholesalers, and the wholesalers are required by contract to supply a minimum number of "Clover Farm" and other leaders at 3 percent above cost. Each retailer pays $1.00 per week for certain advertising materials that he may use in his store. This does not include newspaper advertising which is pro-rated in the territory among the retailers.

The oustanding feature of the Clover Farm organization is their attempt to feature advertised lines as well as their own "Clover Farm" label merchandise. In their monthly "Clover Farm" Magazine we find that approximately 90 percent of the advertising is done by packers of advertised products that are in direct competition to the items in their own line.

The "Plee-Zing" plan is operated by the Geo. W. Simmons Corporation of St. Louis. There is a contractual relationship with 87 manufacturers to supply their products under the "Plee-Zing" label. Before a manufacturer enters a contract with the organization he must submit samples of his products to an "Advisory Council" of distributors, who in turn have independent retailers and some of their consumers help determine the advisability of handling the products under the "Plee-Zing" label. These 87 manufacturers provide every item used in the retail grocery field for the "Plee-Zing" and "Sword" (second) labels.

At the present time there are 125 wholesale grocers in the organization, representing 24 states. The majority of these wholesale grocers have never had any label of their own. Some attempt is made to select the wholesale grocer in each jobbing center who will co-operate with the indepedent merchants and with the rest of the organization, and who have a good rating. No membership fees, dues, or advertising assessments are made to the wholesale or retail members. The Geo. W. Simmons Corporation derives its income from a brokerage paid it by manufacturers on purchases which go through the central office.

Because of the easiness with which a wholesaler may become allied with the organization, many of the members are not really "sold" on the plan, and therefore do not heartily co-operate with the rest of the organization. The organization does attempt to weed out those members who are not "playing ball" and to enlist more able ones to take their place. There has been no attempt to educate the retail grocers. The greatest weakness of the "Plee-Zing" plan comes as a result of the high-power form of promotion combined with a system that is comparatively easy to put over for a time.

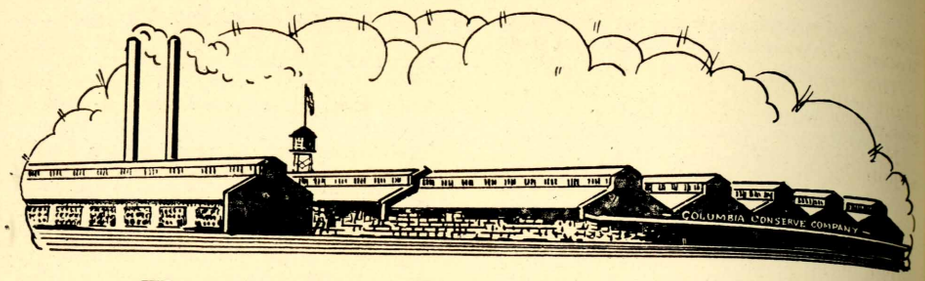
The "IGA" have a membership of 50 wholesale grocers and about 5,000 retailers. Operations are conducted through the Independent Grocers' Alliance Distributing Corporation, made up of wholesalers and issues franchises to wholesalers. These wholesalers pay to the corporation $10.00 for each retailer in their district, of which $5.00 is to be set aside for advertising purposes when the retail membership reaches 12,000. The wholesaler collects $3.50 per week for advertising and store management services. The retailer agrees to buy a certain minimum amount of merchandise from the wholesaler and to follow directions from headquarters. Each retailer must remodel his store to conform with IGA specifications. There is a large degree of control exercised over the wholesale and retail members of the organization.

The IGA plan is probably the easiest plan of all because they promise to do all of the work for the jobber, no prerequisite of merchandising ability being necessary for membership. High-pressure promotion, with little regard for the quality of members cannot make for permanent success. Manufacturers are wary of this system because there is a blunt refusal to enter into any kind of contract between them and the IGA organization. Another factor which will affect the manufacturers attitude toward this organization is their policy "to use mass buying to whip down the manufacturers' price."†

†Grimes, American Wholesale Grocers' Convention.

We do not pack for the IGA at the present time, but we do pack for some of their members under their own label. Our chief reason for not entering into a relationship with the IGA is that we do not care to pack for an organization that does not guarantee a manufacturer the exclusive right for packing his product under the "IGA" label for any length of time.

We, as manufacturers, are interested in watching and studying the developments in the field of distribution. Looking into the future we can see the necessity for a further development of organizations such as the above with a more intimate and closer relationship between the manufacturer, the wholesaler, and the retailer. —H. B.



BUSINESS COUNCIL NOTES

Regular Meeting, May 3

Minutes of the previous meeting read and approved.

Mr. Wm. Hines, Sr., first submitted a report with reference to the proposed new building. This report included the location of the new building and the best for same.

The majority of the committee feel that we need a new building in order to pack an additional 10,000 or 15,000 cases this fall.

Mr. Hapgood asked for an expression of opinion from the salesmen as to what they thought about the outlook for an increase in business following next fall's pack comparing these figures with earlier month's business.

Hugh Bogardus stated that he believes there will be an increase following the fall pack over that of January and February of this year. All indications seem to point toward this increase and he said he thinks this will be a material increase.

Mr. Hewson, in commenting upon this question, brought up the matter of the retail work we are doing for the jobbers' salesmen. He pointed out that this is a type of work which does not show results so quickly, but he believes it is most effective, and that in light of the results so far we will be justified in building the new building.

After some further discussion it was:

Moved and seconded that we build the proposed building on the west side of the plant. Motion carried.

The question was asked as to when this building will be completed. Arlie Myers offered as an answer to this question that it might be completed in about sixty days after work is started.

Billy Hines asked Council as to what kind of building we should build, but it was felt that the committee members were much better qualified to decide this question than Council. It was mentioned, however, that the foundation should be strong enough so that an additional story might be added at a later date if the business so justified it.

Consent of Council that the committee handle any details coming out of this problem.

The next order of business was a report from the department heads on the problem of what we will do with the wage workers during vacation shutdown.

A discussion next followed by the department leaders as to how many of the wage workers they could each handle in their department. It was the sense of the Council that we try to use the wage workers in so far as possible during the vacation shutdown.

Dorothy Nord Holt next brought up the problem of whether a foreman or forelady has the privilege of granting leaves of absence in addition to regular vacation without first submitting the matter to Council. This problem was referred to the H. R. C. under which Council it properly comes.

The Indianapolis Federation of Civic Clubs requested that we advertise in their Year Book. Mr. Hapgood reported that he told this association that we would not advertise in the book unless they would permit us to tell about our plant, and not about the products we pack. He also stated this article would merely state what we are doing here and whatever goals we think we are working for. Mr. Hapgood then asked Council to act upon the problem of whether or not we thought it advisable to appropriate $100 or $175 for this advertising.

All who spoke on this question were in agreement that it would be very worth while for us to advertise in the Civic Club Year Book.

It was then:

Moved and seconded that we appropriate an amount up to $175 for charges for an article to be placed in the Year Book of the Association Civic Clubs. Motion carried.

The question of whether or not the plant will be closed for May 30th was postponed until a later meeting.

No further business, the meeting was adjourned.

Regular Meeting, May 10

The minutes of the previous meeting were read, corrected and approved.

First report was made by the Building Committee who reported that they are waiting for a report from the railroad company.

Next was a discussion on the advisability of closing the plant May 31st, during which opinions were stated showing the difficulty of arranging work for one day.

It was moved and seconded that we do not work Friday, May 31st. Motion carried.

Mr. Hapgood reported that the Indianapolis Federation of Community Civic Clubs had accepted our advertisement for publication in their 1929 year book.

The meeting adjourned.

Regular Meeting, May 17

Minutes of the previous meeting read and approved.

First item was the question of, "On what date the annual stockholders' meeting should be held." Date of July 20th was suggested, and after discussion it was:

Moved and seconded that we hold the annual meeting on Saturday, July 20, 1929. Motion carried.

In accordance with the ruling of Council, on April 19, 1929, copies of the monthly Costs and Production report were presented to Council members, together with a detailed explanation of the terms used. It was suggested and agreed upon that the report be studied during the following week and discussed at our next meeting. Mr. Herner suggested that the explanatory pages of the report be kept for future reference.

Next, the building committee reported that plans for the new building were in process. Upon being questioned as to when the building would be started, the answer was, approximately Monday, May 27th.

No further business, the meeting was adjourned.

Regular Meeting, May 24

Minutes of the previous meeting were read and approved.

Following this, questions were asked about the costs and production report, which had been distributed among Council members on the previous Friday. There was some indication that many believed that materials costs should have been included in the report. The explanation offered for the omission was that we were interested in the labor cost per case because that bore a definite relationship to our efficiency. It was stated that it was possible for us to control, in a large measure, our labor costs, whereas materials costs are almost completely beyond our control.

Overhead expenses, it was stated, constituted a very large item in our cost of manufacturing and this was only reported in part in the present report. The desire was expressed that overhead expenses for the 11 months' period be shown on a separate sheet in our report of June, and finally it was agreed upon that some materials costs be shown, such as the cost of making tomato soup from fresh tomatoes and that from canned pulp.

It was agreed upon that a more comprehensive report be issued next time to include the above items.

The chairman of the building committee stated that the first bid sent in concerning this new proposed building was $12,400. This, it was stated, would include everything except sewers, heat, wiring, and painting. The chairman stated that Mr. Weddle, the contractor who made this bid, had drawn the plans for the building and had been very generous in giving our purchasing agent permission to use the plans in seeking other bids.

The question was raised as to whether we should not accept Mr. Weddle's bid without asking for another bid from another source because of the fact that Mr. Weddle had performed a great deal of work for the company and had always performed it well and at a reasonable price.

Many members of Council thought that we ought to follow the course suggested, but there was a fairly strong body of opinion which urged that another contractor be approached so we might feel sure that the price which Mr. Weddle gave us was not greatly out of line. It was agreed upon that our purchasing agent seek for further bids, and this was agreed to by Council.

Several members of Council urged that the building committee should see to it that the contractor's labor policy be a good one and that preference be given to union labor. Council consented to that suggestion being made to prospective contractors.

Because of no further business, the meeting adjourned.

UNIONS WIN VACATIONS WITH PAY

More and more trades are winning vacations with pay, according to the Monthly Labor Review for April, which shows that 71 of the trade agreements received by the U. S. Bureau of Labor Statistics since 1926 have such a provision. The length of vacation varies from 6 to 15 days and the service period required for eligibility for a vacation with pay is usually one year.

These agreements cover locals of bakers; brewery workers; commercial telegraphers; electrical workers; hotel and restaurant employes; marine firemen, oilers, and water tenders; meat cuters; railway clerks; retail clerks; sailors; stenographers; bookkeepers, and typists; street railway employes; telephone operators; teamsters and chauffeurs; train dispatchers; typographical workers, and yard masters.

PRODUCERS AND CONSUMERS DRAW TOGETHER

Closer relations will be established between producers and consumers cooperatives in Canada as a result of the recent decision of the Saskatchewan Section, United Farmers of Canada, to apply for admission to the Cooperative Union of Canada. The U. F. C. is an educational, legislative and advisory body for the farmers, and not a trading organization.

"The decision of the U. F. C. to affiliate with the Cooperative Union is a serious gesture towards a united cooperative front in Canada," says the Canadian Cooperator, "with the view to the cooperatization of our economic life and the education of the Canadian people in and conversion to cooperative philosophy. It is in line with the policy of the International Cooperative Alliance to harmonize and co-ordinate the activities of producers' organizations and consumers' societies."

Dr. Price's Practical Paragraphs

By John Edwin Price

Isaiah was red-hot on the trail of the crooked in high places or low. He evidently had no use for the bluffer or the arrogant. He said quite plainly that "their root shall be as rottenness, and that their blossom shall blow off as dust," according to the record as found in the 8th to 24th verses of the Fifth Chapter of the Book of Isaiah.

Now that is tough! Yet philosophers, teachers, and scientists throughout the ages have raised a similar warning to the destroyers of society.

If man can tune in on the laws of nature and invent radios, perhaps the time when he shall tune in upon Truth is not so far off. At least there is now being a lot said about the matter, and where there is so much smoke there must be a little fire.

Did Isaiah have vision enough to see what was going to happen to Russia in these latter days when he wrote:

"Ah! They who add house to house,
They who join field to field
Till there is no more room, and they live
Alone in the midst of the land!
Therefore Jehovah of hosts has sworn to me:
'Surely many a house shall become a desolation,
Houses great and fair without inhabitant;
For ten acres of vineyard shall yield but one measure of wine,
And ten bushels of seed shall yield but one bushel of grain'."

Of course, there may be nothing to it, as a fellow says, and yet as surely as cockleburrs do not grow from grain seeds, nor roses from cockleburr seeds, just so surely when men for a period of years have sown bitterness and injustice, they or their progeny are sure to reap bitterness and injustice.

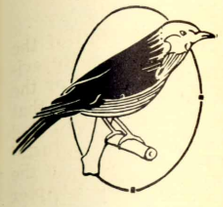
Today when more men are sowing kindness, good-will, and square dealing, there is just as certain to be, immediately or later, a delight-giving harvest of happiness, contentment, peace, and satisfaction.

City Guy—What happens to lawyers when they die?

Wise Guy—They lie still.

AGAINST ISOLATED CO-OPERATION

(From "The Pyramid Builder")



In our particular section of the labor movement, in the field of consumers' co-operation, the urge to practice and preach "only co-operation" and "neutral co-operation" reflects the elementary stage of our movement besides presenting a definite type of difficulties to overcome.

It bespeaks the inspired novice and the humanitarian enthusiast, perhaps, and perhaps we should speak tolerantly of them. Apparently they are gentle souls and mean well. Yet they must be included among the rest of the latter day "impracticables" who, in the manner of the alchemists of an earlier day, try to solve inescapable complexities in practical life by the invention of some mystic formula or a master abracadabra.

We have all sorts of these impracticables, each with his own particular "simple key" to solve the entire social question. The venerable divine sums it all up in the word "Love," with the pious assurance that some day love that passeth all understanding shall come unto all the children of men, wherefore the lion and the lamb shall lie down together (but not for a long, long time). The ne'er-do-well intellectual points to the spread of public education and the edifying influence of the radio, and counts on the day when universal intelligence will of itself dispel trickery and fraud and all the rest of the evils. The conservative trade unionist banks on the spread of the union label idea. The syndicalist on the merits of straight industrial unionism. And our own pure and simple co-operationists on the "check's appeal" of co-operative dividends and trade rebates.

This doesn't begin to list all of the "only and true" specifics that are offered, but take your choice.

The theory of co-operation handed down and developed since the historic venture in Toad Lane seems all so clear and simple. But a theory is a generalization, a general rule or plan that has grown from experience. It lacks axiomatic force in the minds of our millions and hundreds of millions of individuals.

"Love thy neighbor" may be a very nice rule—in genteel conversation. But in the practical everyday world things are accepted on an exactly opposite scale. It is not, and never has been, the foundation for the national policies or the foreign relations of these enlightened United States. You will find no reference to it in the Legal Code. It would be a mistake to appeal to it before a judge and jury. Though it is the most universally sung panacea, and has been ever since we began to mark our calendars A.D., yet is it proven impotent in all social dealings, and "Love" is at best only the word most commercialized in jazz and in danger of being superseded in the search for a snappier term to explain the desire for "It."

The individual is a social product, and his actions have significance only to the extent that they add weight and stability to any movement or group that bears upon the development of society. He cannot be a "universal citizen" with respect to differing social elements any more than an individual soldier can fight on both sides in a war. Such fighting you would term as all out of reason and purposeless. To attempt to belong to all movements means that you belong to no movement. Often in streams you will find cross currents that result in eddies where weeds and bits of bark whirl around in an endless mill, getting nowhere and only polluting the waters.

It is in this light that we speak of co-operation as a movement of the workers and working farmers, and as an integral part of the general labor movement. Labor is the basis of everything. All else in society is secondary and dependent upon it. The profit system is that by which the fruits of labor are diverted to unsocial ends, for the use of a section of society that has become an obstruction and a hindrance to the development of social progress. We call that section the Capitalist Class. They are satisfied with the profit system and are using their power to retain it. Only Labor—the useful members of society—demands the ending of the profit system and the building up of production and distribution on a basis to serve social needs. The interests and demands of labor materialize in the Labor Movement.

Co-operation is established to help do away with the profit system. Its aim is the same as that of the general labor movement. And because of this unity, co-operation must be built as a part of the labor movement.

But, why a part of the labor movement? Why not the other way around, why not the labor movement as a part of the co-operative movement? For the

reason that co-operation is a specific form of labor's activity, limited to a certain particular field of work. In the same manner as unionism is a specific form of labor activity and a part of the general labor movement as a whole.

And here we come to the same angle of the situation that we started out with. The question is now more clear, however. Now we have established a differentiation in social forces, between forces that stand for change and those that oppose change. The labor movement—in general the sum of the organized forces and aims of the toiling section of society—represents the force that must accomplish the destruction of the profit system and the building up of a new and better order. It is truly a social struggle of gigantic proportions. Class struggle is the only correct name for it, for it is the struggle between classes. In this struggle the working class can succeed only by calling to play all its organized strength. No one section of the workers can accomplish the overthrow of entrenched capitalism. Every sector of the workers' front must rally to the attacks and defenses. Now we understand why it is puerile for the simple trade unionist to say that trade unionism alone can remake society, or for us to imagine that co-operation alone can do it. All of these represent organized sections of the workers in various fields, and the maximum power of labor is in the unity and co-ordination of these movements of the workers to accomplish the common goal.

This analysis disposes of all vague generalizations about altruism, kindness and love of one another without distinction, and the pious exhortation to turn the other cheek. In the same manner that these shiboleths have never had any meaning in the gory history of nations, they cannot have any meaning in the more basic and bitter struggle of the exploited against their masters.

Petty tinkering and mere penny-wise absorption in the limited sphere of "pure" co-operation will prove futile. Truly the co-operative work presents an immense field. No less commanding is unionism. Labor's independent political activity may well inspire one to devote his life to it. And yet each of them singly is dwarfed by the magnitude of the combined strength. And upon the success of that combined strength rests the success of all. Over and above everything is the class struggle.

When we begin to understand the position of co-operation somewhat in this light, then we shall have lost a good portion of our blundering simplicity and we'll be able to build our co-operative movement truly with a purpose and upon a solid foundation.—Co-operative work must have the same direction and be co-ordinated to work in harmony with the labor movement in the struggle against Capitalism.

UNEMPLOYMENT IN PROSPERITY

In this era of so-called prosperity, three to five million wage earners are unemployed, and the number of people at work in 1928 was 14 percent below that of 1923, when the country produced far less. These facts are emphasized in the April issue of the Survey Graphic, which is devoted to the question of unemployment. The prospect for this year is stated by the economist, William M. Leiserson, as follows: "Those who are employed shall earn more than ever before; but fewer shall be called to work, and more shall be unemployed. That is the promise of American industry to its wage earners throughout the year of 1929."

Coupled with this increasing unemployment with increasing prosperity (for coupon clippers) is the increase of poverty and destitution. "What seems to have happened," summarizes Leiserson, "is that the number of families receiving relief has been increasing faster than both population and the cost of living.

The Survey Graphic gives instance after instance in different industries of the way in which new machines and new processes are throwing men out of work.

AVERAGE FACTORY WAGE IS $25

Factory wages in America averaged little better than $25 a week last year, according to Leland Olds, Federated Press statistician. On the basis of U. S. Department of Labor figures which show all factory employes averaging about $27.60 throughout the year, Olds estimates that wage earners as distinguished from owners and salaried officers averaged about $1,323 apiece for their year's work, or $25.40 a week.

Relative stabilization of employment, which has been accomplished after five years, has meant a loss of jobs to about 1,414,000 factory workers. The average of 8,868,000 on the pay rolls in 1928 compares with 10,282,306 in 1923.

A CONGRESS ON HUMAN RELATIONS

A little booklet has come to hand containing a summary of the International Congress held recently at Cambridge in England. It is written by Miss Mary Van Kleeck, director, department of Industrial Studies, Russell Sage Foundation, New York.

The Congress was held under the auspices of the International Industrial Relations Association, the chief purpose of which is the study and promot on of satisfactory human relations and conditions in industry.

The title of the association suggests that it has members from all over the world and during the six years that it has been in existence it has made very considerable progress in enlisting the interest and support of people in all countries.

The summary which is here discussed gives a very complete picture of the association's work and its attitude towards the great problems, social, industrial and international which beset the modern world. The association's approach towards problems is strictly scientific and objective; it rules out prejudices and pre-conceived notions about all things in the hope of understanding not only the superficial appearance but the basic reality of the various relations within society.

Nothing said or mentioned at the Congress indicates more clearly the points of view entertained by its various members than the following statement, "that in seeking to promote satisfactory human relations, we (the association) are not setting up a formula, nor deciding that we shall go out and convert the world to some special program, but we recognize that human relations are changing now, that they have constantly to be created and recreated, and that the test of whether they are satisfactory is to be found in harmonious functioning toward a common end."

The association believes that relations between human beings and groups of human beings will become satisfactory in character only as we understand the points of view of individuals and groups and the reason why such points of view exist.

A note struck at the conference which appears to be sound and logical is the one declaring that practice can only be satisfactory so long as it has been thought out beforehand. In other words, the delegates believed that all practice must arise from our thought and that only sound thought can produce harmonious relationship. Men's conduct has appeared strange to us because we have never understood the ideas behind those actions. Today, psychology is teaching us to understand the relationship between ideas and conduct and there is a strong probability that as the years roll on we shall gain more and more knowledge of a scientific character that will enable us to understand each other because we understand each other's ideas and motives.

The Congress, it appears from the summary, placed great emphasis upon the need for recognizing that present day society, with its many complications, has pushed to the background the individual acting alone, or, to use the words of the writer of the summary, "that it has dwarfed the man but exhalted men by the necessity and opportunity for cooperation."

With reference to control of economic and industrial undertakings, the view taken by the congress was that a great deal of research and experimentation is necessary. It believed that financial control, which is so apparent in all highly civilized countries, must in no way be supreme over human beings, and particularly the workers, including in that phrase everybody actually engaged in an enterprise.

Harmonious relationships, says the summary, must be established by a clear definition of function and this is particularly true within the economic processes. Each man has to do the job which he is best able to perform, and then translate that idea into the idea that each group has to do the job which it is best able to perform. All must be given a chance to participate in decisions affecting common interests and the common end.

Competence is the only ground for functioning. A change in the status of the worker because of a change in the control of industry does mean that he should participate in the formulation of controlling policies, but it does not mean that the man at the bench is to go into the treasurer's office and keep the books; neither does it mean that if you will just open all the complicated ledgers and let the workmen file by and examine the

figures, you thereby do not create a happy working relationship, for ledgers do not always tell illuminating stories. The economic processes of our modern world, the summary says, are all important and until that is fully realized there is but little chance that understanding of each other can arise between men within industry. Upon this matter the booklet says:

"Until we put the relationships of production in the center of the picture, and make production the practical objective of economic activity and test that activity by whether or not it is producing goods, we are going to get an ecomonic policy which may understand the figures involved in finance but doesn't understand what is involved in production; human relationships cannot be sound under such conditions."

Congress had to consider from time to time the question of scientific management and it defined it as a mental attitude towards work, as primarily a philosophy, and a procedure usable in any industry or order. Again it added that scientific management means the substitution of facts for prejudices or the adoption of a procedure of finding out before one establishes a policy.

The summary refers to the need for the application of scientific management to finance and a complete study of the science of finance because within our highly developed organization of today finance and capital play so enormously important a part and are so vital to human beings. Whilst it is quite apparent that the Congress devoted a great deal of time to a consideration of industrial relations, and in doing so, regarded the workshop as the center of social understanding of human relationship, it did not forget that there is a wide world beyond the workshop which needs investigation, appraisal, and understanding. Racial relationships, the relationship between the trade unions and the state, the large corporation and the public, and other questions received attention at this important Congress. It would take too long to enumerate the suggestions made and the decisions arrived at, but it is indicative of the good that must result from the meeting together of people from all countries, imbued with only the desire to improve the status of men and women everywhere and to produce a more harmonious world when we know that the summary ends with the statement which seems to breathe of the atmosphere of the conference, and no one can fail to appreciate what a healthy and helpful atmosphere that must have been when one reads that the writer of the summary expresses it in the words of an old philosophy: "Life should be activity inspired by love and guided by wisdom."

SOVIETS RAISE WAGES, SHORTEN HOURS

A reduction in working hours by 25 percent since 1913 is shown in the Soviet Union Year Book for 1927. In the same period the "real" wages of industrial workers have increased about 15 percent. This increase of wages does not take into account the benefits derived under the new Soviet laws, including social insurance, vacations with pay, hospitals, amusement grounds, etc., which make up an additional charge upon the industries equal to 32 percent of the pay roll.

The normal working day in Russia in 1913 was ten hours. In 1927 it averaged 7.5 hours. A general program for reduction of the working day throughout industry to 7 hours has been adopted and is being gradually applied.

CO-OP LEAGUE INVITES UNIONS

The third annual congress of the Central States Cooperative League will be held at Cooperative Hall, Bloomington, Ill., May 19 and 20, the League announces. Every cooperative society in the district covered by this League, comprising the states of Illinois, Indiana, Ohio and the lower Peninsula of Michigan, is requested to send delegates. Trade Unions, educational societies and other non-profit organizations interested in the promotion of the cooperative movement are also invited to send fraternal delegates, and their members may attend the congress as individuals.

BUSINESS ETHICS

Little Abie heard people talking about "Business Ethics," and asked his father the meaning of the term. "Well," said his daddy, "I will explain. A customer comes in the store and buys a six-dollar pair of shoes. He hands me a ten-dollar bill. On the way to the cash register I notice that there are two ten-dollar bills sticking together. Now, here's where the 'business ethics' come in—should I tell my partner?"

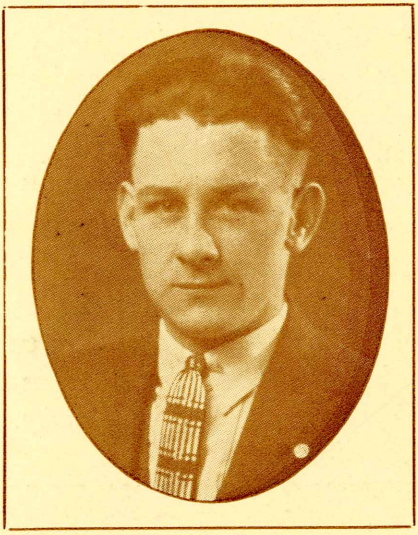
INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
—Shakespeare—

Vol. 3 JULY, 1929 No. 6



MR. JOE WATSON
Of the Mechanical Dept. of
The Columbia Conserve Company

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INDIANAPOLIS

To be interested in ends and to have contempt for the means which alone secure them is the last stage of intellectual demoralization.

* * *

Not all who say Ideals, Ideals, shall enter the kingdom of the ideal, but only those shall enter who know and who respect the roads that conduct to the kingdom.

* * *

If democracy be a serious, important choice and predilection it must in time justify itself by generating its own child of wisdom, to be justified in turn by its children — better institutions of life. —*John Dewey.*

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

A DAY IN A CHAIN STORE

Work was scarce in the Indiana town where I was spending the summer prior to my entrance into college and I was having a difficult time meeting expenses so that I was more than glad when an offer came to work Saturday in a chain store. I had previously applied for work at this same store but I had received no encouragement despite the fact that I had had previous experience in a grocery store. But now I was told to be on hand Saturday morning between 6:30 and 7 a. m.

I was more than pleased and determining to make the best possible impression, I was on hand promptly at 6:30. Foolish move! At 7:10 and no sooner the manager appeared on the scene. He was followed almost immediately by the other clerks and the day's work began.

First great quantities of bread and green goods had been deposited on the sidewalk from wholesalers, an entirely avoidable fact, since the manager's early appearance at the store would have allowed for the proper delivery. These then had to be carried in and placed in their proper places by the clerks. Then there was the store to sweep, my task as newest clerk. But this was hardly done, in fact the store was hardly opened when customers began to pour in. It would hardly be untrue to say that not from 7:30 that morning until the door was closed at some time after 11 that night was there a quiet moment. Large orders had to be filled and, since there was no delivery system, often to be carried out to a waiting auto.

One of the most wearing features of the day's work was the change system. Only the manager and one of the clerks were allowed to make change and all other clerks had to wait till one of these should be able to make change for him, a wait that was often long and tedious, both for the clerk and the customer. A second unpleasant feature was the sale of things in bulk. This is especially bad in a small town, where the farmers coming in buy dried fruit, beans and other like commodities in very irregular amounts; a quarter's worth or three pounds, amounts that it is impossible to have in bags beforehand to prevent delay.

I had worked so hard and so steadily that I was somewhat surprised when I was told to go to lunch, not having realized how the time had flown. I was ready for it, however, being already tired from the unaccustomed activity. Picture my chagrin when I learned we were to have only half an hour! Time only for a hasty meal and back at work. Six more hours of unremitting work and half hour for supper! Some time after 11, when the doors finally closed, I was ready to drop from fatigue.

But—the work was far from finished. Two more hours we worked putting away the produce, cleaning the store and fixing a window display for Sunday. It was not until after 1 that we finally called it a day. And what a day! Eighteen hours with only two half-hour periods to eat. What thankful clerks saw its end.

I took my pay without looking at the amount and put it in my pocket. At home I took it out and found that for seventeen hours of hard work I had earned—three dollars!

—R. N. H.

(The store referred to belongs to the A. & P.—Editor.)

As the train pulled into the depot a traveling man stuck his head out of the window, and calling to a boy standing near, said:

"Here, sonny, bring me a sandwich, and here's another dime, get one for yourself."

Just as the train started to pull out, the boy returned, munching a sandwich, handed the man a dime and shouted: "Here's your dime, mister, they only had one."—Forbes Magazine.

EDITORIAL

Members of the Columbia are returning from their vacation and wherever they have been they are certain to have met strange faces, made new acquaintances. In the early stages of a new acquaintanceship has come the inevitable question, "What kind of work do you do?" or "Where do you work?" In answering such a question and saying, "At the Columbia Conserve Company," an employe of that company must surely feel very different from the average worker in the average factory. I imagine he would not be content with a brief answer and that this question, asked perhaps as a matter of form, perhaps in a mood of idle curiosity, would lead to an unfolding of the tale of the Columbia, "Well, you see, in 1917," etc.

Such an unfolding, to people to whom it is quite new, must bring home to the teller of the tale the many differences between the Columbia and the average factory, and the material and social blessings of the employes of our plant. The listener might veritably say, "Why, you've reached the Millenium." Ah, the Millenium. Here one must pause, to review the situation and see how far the workers have indeed gone toward the attaining of a millenium in this world.

Materially it does indeed seem that the Columbia workers, if we disregard, for the moment, the wage-workers, have reached a very high mark, the salaries comparing so favorably with, or perhaps we should say contrasting so favorably from, those in other canning factories, while we must not forget the work of the health committee, enhancing, as it does, each man's salary to a greater or lesser degree, as no man is immune from the troubles of ill health which, sooner or later, will surely befall himself, his wife and family.

In other respects, or at least, in many respects, the reaching of a millenium depends upon what the workers do. With regard to the group, it depends upon what they, as a group, do with their fortunate position, especially when they obtain complete ownership, and upon their attitude, as a group to the social life around them; as individuals, it depends upon the use each individual makes of his material plenty, and upon his (or her) attitude toward his fellow men.

The big thing that the Columbia has undoubtedly done and done most successfully, one might almost say to completion, is the freeing of the worker economically, offering him security, freedom from the carping cares about the necessaries of life. The wise worker at the Columbia, need not have undue fears of ill health and certainly need have no worries about food, clothes and shelter, but, adequately fed, clothed and housed, he should be ready to face life, its great work, its pleasures, its emotional joys and sorrows, and make the very best of it. Man is not here to keep alive but to be alive and make his contribution to the world.

NO EXCUSE FOR POVERTY

The average American wage worker produces a half as much again today as he did nine years ago, according to the report of the Committee on Recent Economic Changes of the President's Conference on Unemployment. But while the average production per individual worker was 53.5 per cent more in 1927 than in 1919 his wages are little if any better than then. In fact average weekly wages fell from $29.37 in 1920 to $27.16 in 1926, according to Federated Press. In other words, the worker was able to buy back in 1927 only two-thirds of what he was able to buy back, in proportion to the whole industrial product, in 1919.

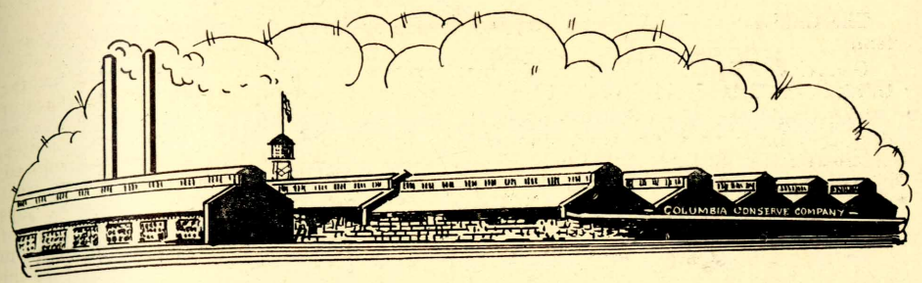
Julius Klein, assistant secretary of commerce, declares that the yearly output of the American worker is $5,200, as compared with the $1,500 of the European worker. Under these circumstances of high production, the National Catholic Welfare Conference points out, there is no excuse for poverty in the United States, and the problem is one of distributing income justly and equitably.

"Yet large numbers of the American working people, both men and women, at work for industrial and trading corporations are not making a living wage," it says. "They are being thrown out of work instantly when orders slacken. They are considered too old to work at an early age." Hence the importance for the workers to belong to "strong labor unions which will let them bargain in a mass" in view of their inability to make a fair bargain "as individuals in an age of combines and as producers in an age when trading and finance hold the upper hand."

ONE FOR THE BOSS

"Young man," said the employer, "do you save 10 per cent of what you earn?"

"No, sir," said the bright young man, "my whole salary is not that much."—Forbes Magazine.



BUSINESS COUNCIL NOTES

TO OUR READERS!

In this issue of the Cauldron we are presenting to readers a complete copy of the report taken at our meetings of the Business and Human Relations Council for May 10 of this year. We do this because we feel sure that such a report will be of great interest to many of our readers and will be particularly helpful to those friends and readers who have not as yet, found it possible to visit any of our council meetings.

The difficult work of taking the stenographic reports and of then transcribing them was performed by Miss Dillan of Indianapolis. We hereby offer to her our thanks for the very able manner in which she performed this task.

Below is the report.

Regular Meeting, May 10, 1929

The Business Council of the Columbia Conserve Company met at 7 o'clock p. m., May 10, 1929, Mr. Arlie Myers presiding.

The minutes of the last meeting were read and, with one correction, approved.

The Chairman: Mr. Hines, have you a report on the new building?

William Hines: We have taken it up with the railroad company in regard to the switch into the building, and that question will come up Monday.

The Chairman: The only question we have before us is whether we shall operate the plant on Friday, May 31. We might discuss that.

Jack Evans: That ought to be determined by the production manager and the department heads—whether it will be economical to operate for one day.

The Chairman: In the past we have always felt it cost more to operate the plant for one day than was gained by working. In emergency we did work. Do you agree with that, Billy?

William Hines: I think that is true, that it would be folly to get supplies in for Friday when Thursday is a holiday. I would suggest that if it is necessary to work at all, we work the preceding Saturday instead of the Friday following Decoration Day.

Homer Shelley: That would be my opinion, that it would be better to work the preceding Saturday than to come back on the 31st; but I wonder if it would be worth while even to do that, seeing the orders are pretty well caught up.

The Chairman: Do we plan any heavier production the balance of the month than at present?

William Hines: Not unless the orders increase.

The Chairman: Will some one move that we either work or do not work on May 31?

Isaac Davis: Could we use that day for sort of straightening up, or something like that?

Dorothy Nordholt: We could if we had labeling to do on orders that must go out, but at the present time we have not sufficient labeling to keep us busy all the time.

The Chairman: I will not call on individuals to discuss a problem as simple as this, but I hope you will give your opinions.

William Hines: I do not believe it would pay us to come back for one day.

Ollie Chambers: If any department needs to work a day it would not be necessary for the whole plant to work. Quite often late in the month we do have a few orders that must be gotten out.

William Hines, Jr.: I move that we do not come back for Friday, May 31. (Motion seconded by Howard Herner, and carried.)

Genevieve Hendricks: Is it taken for granted that we will not work the Saturday before Decoration Day?

The Chairman: That is another problem.

Genevieve Hendricks: You do not think it could be decided tonight?

The Chairman: It would be better to decide it later on when we know more about actual conditions.

Dorothy Nordholt: I think we can take it for granted unless there is a motion that we do work.

William Hapgood: I would like to report that the Associated Civic Clubs have accepted our copy as written, and therefore the advertisement will appear in the Year Book.

The Chairman: I presume we will get a copy here.

William Hapgood: We will get a copy of the Year Book, yes; but if you desire to get copies of the advertisement as it is published, we can do that. I will see that a copy of the advertisement is put on the board on Monday.

The Chairman: The H. R. C. has a tremendous amount of work tonight, but if anyone has a problem to present to the Business Council that needs immediate action we will consider it. If not, we will adjourn and allow the H. R. C. to continue with their meeting.

Dorothy Nordholt: I move we adjourn.

The Chairman: If there is no other business this meeting will adjourn and the H. R. C. will begin its meeting. There will be no recess.

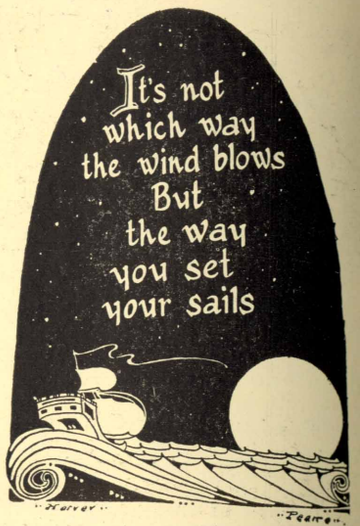
SPONSIBLE FOR JOBLESS

The stabilizing of employment would be greatly aided if employers were made liable for damages when they discharge workmen without cause, according to Professor J. R. Commons of the University of Wisconsin, speaking before the Senate Committee on Education and Labor last month. Commons said that he believed employers can prevent having to let their employes out. Therefore, putting the burden of preventing unemployment upon them will do a great deal toward solving the problem."

WAITING FOR THE SIGNAL

"I heard the absent-minded Professor Jones driving his car into the garage at daybreak this morning. Where do you suppose he had been all night?"

"Well, Mrs. Jones told my wife that he saw a red lantern beside an excavation down the street and had sat there waiting for it to change to green."



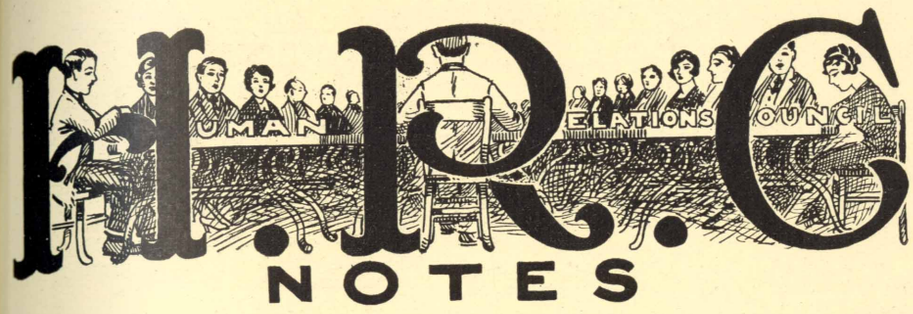
CAN BUY TOO LITTLE

Over-production and the failure to pay a living wage were blamed for present demoralization of American industry by Dr. Edward V. O'Hara, of the National Catholic Welfare Conference in a recent press interview. He described the idleness of 200,000 coal miners in West Virginia and Pennsylvania, and the desertion of whole villages. Textiles and many other industries, he said, were in a bad way.

America now faces for the first time, Dr. O'Hara declared, an era of overproduction when machinery can produce more than the public with money to buy can possibly eat, wear or drive. He advocated higher wages and shorter hours in order to absorb the unemployed and increase buying power. This plan would not, he pointed out, solve the problem of old age dependency or industrial disability. The United States must follow the example of modern Europe in providing insurance against a dependent old age or accident or illness, as well as insurance against "the industrial accident of unemployment."

"Do you mean to insinuate that I can't tell the truth, sir?" demanded the pompous gentleman.

"By no means, by no means," said the suave youth; "it is impossible to tell what a man can do until he tries."



NOTES

Meeting, H. R. C., May 10

Immediately following adjournment of the Business Council, the Human Relations Council convened, the Chairman, Ken Lucas, presiding.

The Chairman: The discussion that takes place tonight will cover the action of the last Council meeting. The first order of business is a request from Frank Smith to the Stock Purchasing Committee. Jack Evans will make the report.

Jack Evans: Frank Smith made a request for the conversion of $362.00 now held by him in preferred stock. I have not had an opportunity to call the stock committee together. In the past it has been the custom to concede any employe discharged or released the money he may have in preferred stock.

The Chairman: The case is before the Council for your recommendation. What is your pleasure?

Arlie Meyers: Did he receive all of it as a bonus, or did he purchase some?

The Chairman: He purchased $200.00.

Arlie Myers: I would suggest that the preferred stock be purchased as requested.

Homer Shelley: I agree with the suggestion.

The Chairman: Are there any objections? So ordered.

Walter Mullen has been ill this week and has been here only two half-days. The Personnel Investigating Committee, of which he is chairman, had several meetings this week and I acted as chairman in his absence. Owing to the fact that we have other urgent business tonight, we only have one recommendation to bring before you. The others will be brought before Council at a later meeting.

The case before us is that of John Passwaiter. John's case was gone into very thoroughly, and the committee tried to get as much information as possible. I will summarize the committee's discussion by saying that John's attitude seemingly was very bad on the floor of the factory, especially with the younger members of the organization. On account of John being an older man he seemed to have a great deal of influence with the younger men, not only in his department but elsewhere in the plant. John resents orders from above always, unless the orders are in accordance with his own judgment. When that is not done John performs work that is assigned to him the best he can, grumbling all the time that it should have been done some other way. He is unwilling to accept the decision of Council with reference especially to the marriage differential and children's allowance, to the extent of talking about it, and yet he accepts the money. The committee thinks John is very intelligent and could make a wonderful contribution to Council if he would. His attendance in Council has been very small the last three years, and his reasons for that are almost nil. He gave reasons, but they were not good ones. The committee's recommendation is that John be released as from tonight. We have tried to tell you in brief what the committee has done. If any member of the committee wishes to add to what I have said, I will be grateful, if I have not covered the ground.

Jack Evans: There is one serious omission in the report. The report of the committee was not unanimous on this question. The committee stood six to one in favor of John's release, with the chairman absent, and from what I gathered, doubtful as to whether he would recommend his release or not. I think that is an important piece of information that should be considered.

The Chairman: I am sorry I overlooked that. John is in the room now, and he certainly has the privilege of defending himself if he wishes to.

John Passwaiter: I do not know that I can say anything. I thought I was do-

ing all right. It is much of a surprise to me to hear you say what you have. I did not know I had an enemy in this factory. Of course I suppose the committee got all this from men who are here, but I did not know I had an enemy. Of course I am willing to take the decision and abide by the majority. If I am discharged I am discharged and that is all there is to it. I think that is all I have to say.

The Chairman: The only thing I wish to say, John, is that as far as we were able to learn, we can bear out your statement that you have no enemies, in the sense you use the word. Those who were called before the committee, and the committee themselves, think as much of you as of anyone. They pointed out your bad qualities as well as your good ones. That is what we were charged to do and we fulfilled the obligations in so far as we were able.

John Passwaiter: I cannot think the bad qualities were enough to release me.

William Hapgood: Has John been told, by you, Arlie, or by Jack Evans, or others, of the temperamental failing which his associates seem to think he has?

Arlie Myers: The only time I criticized John was in our department when I told him he sat around and star-gazed too much. That is not a temperamental disqualification, but rather it is the effect it has on the people working with John. That is one of the two chief criticisms I would make of John. I do not know whether you would term it lack of interest or what. But particularly in working with new and younger men, John has a habit of laying down his tools too much and it leaves a bad impression on the younger people. They say, "Here is a man who has been working here for a long time; if he can do that, why can I not do it?" In the meeting this afternoon I said that John has a broad understanding of the work we are attempting to do—as much as 90 per cent of the people here; he has the ability to get up and express himself in other places, but he does not do it here. He has taken no active part in working out our difficult problems. If he did not have the ability we wou'd not expect so much of him; but he has it and has not offered to use it.

William Hapgood: I think I understand the spirit of the criticisms, but my question was whether anyone had tried to bring before him what the effect of his actions would be.

Arlie Myers: Not by me.

Jack Evans: The last time I talked to John was a few weeks ago when I urged him to come to the Council meetings because I knew he could understand the problems that come before us and could contribute to a large extent in their solution. His reply then was that he had too much lodge work on hand and could not attend. When a man gives me an excuse as trivial as that I cannot understand it, especially a man as old as John and one who has been in organizations as long as he has.

William Hapgood: I am not satisfied from the information I have thus far that sufficient warning has been given him with respect to the probability of his discharge. I agree quite completely with the criticism that has been made of him—that he does not attend Council, that he is qualified to help us here—but before we discharge him for that reason I think he ought to be warned. It seems to me also true that he has the other failing that Arlie has called to our attention, that he lays down his tools too often. There again I think warning should be given. He is intelligent enough to understand warnings; he may not heed them. The criticism of him in his department is that he is an exceedingly difficult man to deal with. If he were told, as he is being told now, that these actions of his will cause his discharge, he might reform. I am only suggesting that because I think he will have a hard struggle. He is set in his ways and has been for a good many years. It is not infrequently a practice, and I think it ought to be a habit, with us to warn people before they are discharged that if they do not mend their ways they will be discharged. I repeat that I am not satisfied that such a warning has been rendered him in terms that were comprehensible to him.

Jack Evans: The minority report from the committee would support that view. I think one member of the committee thought there was some chance, slight though it may be, that discussion in Council such as we are attempting now might have a good effect on John, and that member did not subscribe to the recommendation that he be released.

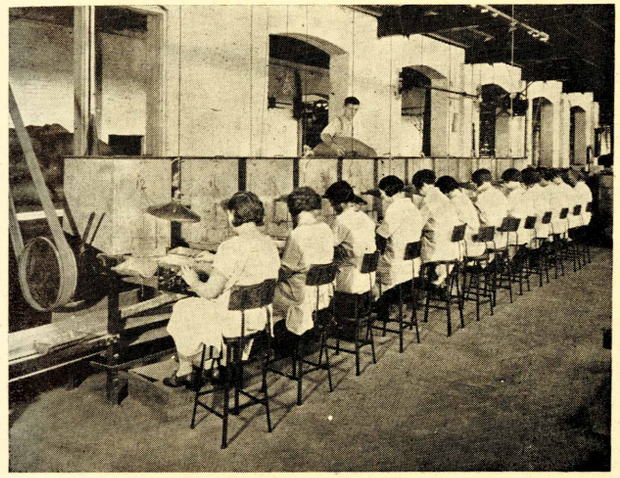
Arlie Meyers: Walter Mullen took the same stand, and he said that in his own mind and I think in the minds of all here, no one could compare John with the other two individuals who were recommended for release last week. He was not satisfied in his own mind that the action was the proper one to take. That was expressed outside of the committee.

Genevieve Hendricks: I was one of the committee that did not vote to release John, for this reason. I felt it was different from fellows like Scroughams and Llewellyn—we could not make a fair comparison there. I felt if John had a chance he would probably make the best of it, and so I could not vote to release him.

C. W. Knapp: If we have fallen down on our job, and have not attempted to discipline him, I would not be in favor of his release. I think we should try discipline before we release anyone.

Lafe Gardner: I do not believe I could vote in favor of releasing John Passwaiter for no more than he is charged with. I think he should be given a chance and perhaps he will do better.

Ollie Chambers: It has been my experience in handling people that if they do not do what they should do, tell them pointedly—have the foreman tell what is expected of them and what they must do. I always found we got good results. Once in a while you will find an individual who does not care, but usually if you go to him and tell him he must mend his ways or he will be discharged, it has an effect and you get better results.



Bean Picking Line

Albert Armstrong: That is perhaps all right, but in this organization the leader cannot tell him he will be discharged; all he can do is to tell him that if he does not mend his ways he will be brought before Council.

Ollie Chambers: I should have said that. I have worked with capitalistic companies so long. I think he should be told that if he does not mend his ways he will be brought before Council with a recommendation for his discharge.

The Chairman: In view of the discussion that has taken place, all those in favor of the committee's recommendation signify by saying Aye; those opposed. No!

Home Shelley: I did not vote either way. I cannot quite sum up the committee's position. I cannot decide how the committee reached the conclusion they did unless the committee thought he had been warned beforehand. If the committee slipped up on that I would have to vote No; but if the committee thought from past records that he had been warned, I would have to stand by the committee's decision. I know he has been criticized in personnel meetings, but outside of that I do not know. There is no one who would like to see John have another chance more than I, but when these people were given the responsibility we ought to stand by their decision, unless we find they slipped on it.

Jack Evans: In voting on the case of John Passwaiter I do not say the committee feels as strongly the need for such criticism or discipline as in the case of Scroughams and Llewellyn, but the majority were sufficiently convinced to make this report. One of the things that everyone who has come in contact with John knows is this—that he is a difficult man to talk to and get anything across, particularly if it concerns himself. He has definite opinions about almost everything, and if he does not like a thing, it is no good. His attitude is that John Passwaiter knows and no one else does. Dick Colter has known him for many years, and when he was asked the simple question, "What do you think of John Passwaiter's work?" his reply was, "John is all right provided you let him do as he wants. He knows how to do his work, but if you tell him to do it your way he resents it." I asked Dick as to his value in the department and what he thought of the proposal to release him. He said

if he had anything to do with it he would release John. We cannot overlook that evidence. On the other hand, the committee had to recognize that John's attendance in Council had been almost nil in the last two years, and the only explanation they have for this non-attendance is the fact that the Council does not discuss and accept what John thinks it should. The result is that John keeps away. In many cases he disagrees openly on the floor of the plant with things that are done. We all know John's attitude toward the marriage differential and children's allowance. If a man does not believe in this form of payment he may be justified in talking about it under certain circumstances, but John was not willing to have it taken off when his boy became sixteen years of age. There is a chance that he may take our criticism to heart and it may reform him.

There is another thing I would like to mention and that is this, that when the committee talked this over no one showed the least bit of enmity against John. We did not hear any evidence of it any more than if it had been Ken Lucas or Mrs. Rice. Everyone gave his opinions freely, based upon the facts, and it is absolutely hopeless for John to pin the blame on Arlie or Dick or anyone else. But the committee felt if there were a number of people who believe a certain thing about anyone there must be something in it, and because a certain number of people did believe these things about John the committee was forced to accept the evidence as being true.

One reaction that John gave to the committee today was that he would never again make a suggestion. If he had a deep regard for this institution he would continue to make suggestions. But it is one thing to hold a grouch and be discontented, and another to make constructive suggestions. The charges against John are based upon the belief of a number of people, and my experience shows that where there is smoke there is fire. If John takes this to heart, so far as I am concerned I would have no objection to seeing the committee's recommendation reversed, but I do not want the decision reversed and then have John think the committee made a mistake and that he got the better of them. I would hate to have that idea get across to John.

William Hapgood: I dislike to take any more time on this question, but I was the one who led the discussion as to whether John had been sufficiently warned. But I certainly want to assure you as clearly as I can, that I am in accord with the criticism of you, John, and that it was not on that account that I suggested that you might be retained. I suggested that purely on the ground that in my judgment you were not sufficiently warned. If this committee comes back and makes the same charges against you as now, you will get no defense from me. I want to follow the warning Jack has given you, that you do not take the Council's action of tonight to mean that you may mistreat Arlie, or that you have put one over. If anything of that kind happens, I for one want to know it at once, and I would then vote for your discharge.

It is a very difficult position in which you find yourself, John, especially with relation to Arlie. In a democratic institution those people whom we call leaders have a difficult task to perform, especially within this institution where there is a feeling abroad that the rank and file during working hours can say anything they wish to the leaders and act as they wish. That is not so. During working hours the rank and file are expected to obey orders in this institution just the same as in Van Camp's. You have your day in court in the Council and here is the place to exercise that privilege, not on the floor of the factory.

Arlie Myers: I would like to say that in accepting the Council's decision it relieves me of a feeling—I do not know how to express it—in regard to what I have gone through in the last two or three days—a desire to do one thing, and a feeling of duty to do another. I subscribed to the motion to release John thinking only of the Columbia Conserve Company, not of John. On the other hand, my sympathies were completely with John, and if he will be benefited by the criticism made here tonight and snap out of it, I will be as much pleased as anyone.

Albert Armstrong: As a member of the committee, Arlie has expressed my feelings. I certainly had a battle with myself for several hours previous to the meeting. When I went into the committee meeting today I thought my duty was to vote for John's discharge. But I am relieved by the way the situation has developed here. I hope it will help John and that he takes it in the right spirit.

The Chairman: Do you care to say anything more, John?

John Passwaiter: I do not know what to say. If I am retained I will try to do everything in my power to live up to the rules. Of course, if I make a mistake I want you to tell me right at the time, not have it reported to the Council. I will do the best I can if I am retained.

William Hapgood: My suggestion is that you treat everybody the way you treat me, and then you will get along all right.

John Passwaiter: I aim to treat everybody right. I know I talked to Armstrong rough, but I did not mean anything by it. I want to do the right thing, and if anyone has anything against me I want them to tell me about it.

William Hapgood: Are you clear on the discussion that has taken place, John?

John Passwaiter: Yes.

The Chairman: All those in favor of releasing John as from tonight, say Aye; None. Those opposed. All. The vote unanimous in favor of retaining John.

John Passwaiter: I thank you.

The Chairman: At the meeting of Council last Tuesday names were put on the blackboard, and in the left-hand column figures which signify the rates they might be able to obtain on the outside. After about thirty minutes' discussion a good many Council members began to pick out various names from the blackboard and challenge them on one ground or another. The Council was then asked to state reasons for certain challenges and we would then go over the entire list and challenge any name that Council thought should be challenged. Things were thrown in the picture such as age, physical ability, ability to hold a job on the outside after it was once obtained; the support that certain individuals got within this organization that they would not get on the outside. Temperament was another challenge, and lack of education. After these challenges were brought before Council they immediately began to go through the entire list of names. Dad Ditchley was challenged on account of age, and a cross placed by his name. Lafe Gardner was next, on account of his health, and Edward Proper was challenged on the ground that if he obtained a job on the outside he would be unable to hold it for any length of time. And so on down the line, the names with crosses opposite were challenged on one ground or another. These names were turned back to the committee with this point of view. We had a meeting today and one yesterday and we went into the cases that were challenged very thoroughly. In flashing these pictures on the board it is with the hope and wish that we will in a measure be able to show Council members and the organization as a whole just what they could get on the outside — just how much more we are giving them than they could get on the outside—and with the one hope that they will appreciate it to the extent that they will stop grumbling on the floor of the factory, and that it will increase their efficiency and ability to perform their work well, not only in the factory but in the Council.

Dad Ditchley was rated by the committee from nothing to $19.50. It was in the minds of some of the committee that he would have an extremely hard time to obtain a job of any sort on account of his age, his appearance and his make-up. We had some difficulty in saying that we would put him at zero, thinking it might make him feel bad to think he was rated at nothing, so we made it from nothing to $19.50. He might get an average of $10 a week on the outside, or he might get $5.00. He would probably have a good deal of difficulty in getting anything to do.

We go on down the line to Thomas McCloskey, who has a cross in front of his name. That means an entirely different thing. It means that in the judgment of Council Thomas McCloskey could obtain more than $20.50 on the outside. The committee has not discussed that name as yet. We are only discussing such negative things as age and physical disability at the moment.

William Hapgood: Is not the committee discussing only those people who have been challenged?

The Chairman: Yes, but Thomas McCloskey has been challenged. The names with a cross in front present a different problem. This morning at the committee meeting after we had discussed several names we spent some time discussing what effect these suggested new rates would have on the individuals—particularly the effect on their pride. The committee suggested there were two or three kinds of pride. One is the kind that resents anything being done for them except what they consider is justly due; another resents offering them something which they think they have not earned. The committee has nothing of that kind in mind at all. They are suggesting these rates with the thought in mind of throwing a picture before you that will make the individuals appreciate how much more they are getting here than they would on the outside. That is as far as we have gone. When we come to discuss the cross on the other side, that is a different problem. We are now down to Margaret Noes' name.

If I have not covered the ground there are other members of the committee who can add to or subtract from what I have said.

William Hapgood: I think it would help if you could go into greater detail as to what we are attempting to do and why we are making this effort to place the picture before them. You said it in part—an attempt to get them to understand what they might get on the outside as compared with what they get here, but I think perhaps they are not all quite clear as to what you mean by that. Where do we want to lead by this discussion?

The Chairman: We might call on some of the committee. Howard?

Howard Herner: You have explained it as thoroughly as I can. We want to make plain in the organization the difference between what they would earn on the outside and what they get here.

Vegetable Cleaning Tables

Jack Evans: I think one of the purposes is the thing mentioned — to flash on the board a picture of the difference between the economic status of any one of us as members of the Columbia Conserve Company, and what might be our status if we had to fight and fend for ourselves in the outside world. But this would not take us far in any direction unless it is followed by an explanation of why we are better off, or worse off, here than elsewhere. There is no desire on the part of any member of the committee, nor of the committee as a whole, to tell any one individual in a taunting fashion that he is getting $39.00 here, whereas he would probably only get half that amount on the outside. That, I think, would be morally wrong and very undesirable. But I think that anybody, whether a member of the committee or not, is entitled to tell a person who expresses personal discontent with his income, that he may be better off here, even if his income is not as high as he would like it to be, than if he were placed in a different situation. It is not possible for any one of us to gauge how many people in the organization to challenge—people who think they get less here than they would get elsewhere. There are some, we know. There are others who feel a very deep sense of appreciation of the income they enjoy here. Some know why they enjoy a large income here, and others do not. We cannot divorce ourselves as a small group of workers from the great world of industry outside, nor can we divorce ourselves from society as a whole. I suppose it is the common experience of each one of us that we are sometimes tempted to ask another how much he earns. That person may say $18.00 a week, and with a certain sense of pride or another will reply that I earn $32.00, or $40.00, or some other sum. But I have my doubts as to whether many of us are anxious to add to that statement an explanation of why we earn as much as we do. We let the other fellow assume that we are possessed of some particular characteristic that enables us to get that much more money out of the industry. Every time we do that we are deceiving the other fellow in a measure, but in a larger measure we are deceiving ourselves. It is easy to understand that we might be tempted at times to boast of our income because the world outside is always prone to estimate the worth of a man or woman by what he or she earns, and perhaps it is that single factor that leads us to desire to tell others that we are earning what seems to be a substantial sum. But I say that if flashing these figures on the board enables a small number of us (a greater number than

obtains now) to understand why we get what we do from the Columbia Conserve Company, it will have served its purpose. And I want to say absolutely that it is not the desire of anybody to say that anyone is getting more than he deserves; that thought is not present in the mind of the committee. The committee has said that the income, the present income, of the average individual is as near what he deserves as he can possibly get at the present time. I do not want to enter into an argument about the finer shades of meaning connected with the crosses set opposite each name down the line, but I have said all this with the hope of clearing up any misapprehension that may lurk in anyone's mind as to the attitude of the committee in adopting this method of grading and in placing these figures on the board.

William Hapgood: From my point of view this search that we are making now is not only advisable for the purpose of giving us enlightenment such as has been spoken of by Ken and Jack, but we hope that when we get the truth, or as near the truth as may be possible, we will have less grouching than we have had, and that it will also lead through to the goal for which we have been striving for a couple of years — a conclusion as to what theory, or on what basis, we can decide salaries. We are perplexed between two theories, one of which we call payment on the basis of need, and the other payment because of efficiency or output. It is my own personal feeling, and it has been expressed by members of this committee at previous meetings, that these two theories do not mix. We are not sure that we will be able to mix them. We may, but it is my belief that we must continue to search our own minds, if necessary over a period of years to come, in an institution like this, until we arrive at some procedure fairly satisfactory to the majority which will enable us to determine salaries and incomes with a minimum of friction. It is too costly, both for our nerves and for the success of our business, to go on year after year debating the question of what Jones is worth as compared with Smith. It is my belief that we can come to a conclusion as to what the proper system of payment is for the entire group, or for the group split up into two different philosophies, if we are truthful about it. We can never come to a conclusion in my judgment unless we are truthful, and to the extent at times that will cause anguish. It is not easy, for example, for a committee such as has been sitting to say that in their judgment Dad Detchly might not be able to get a job at all. It would be difficult to make him understand that we are not degrading him when we say that. But if we believe that we have to say it. If others outside of the committee do not believe that, it is their duty to state their belief. We are suffering with respect to this problem, and we have suffered the last ten years, because of the reluctance on the part of the individual to state the truth as he sees it, even if it hurts, and we members of this committee are attempting to clear ourselves and state the truth as we see it, and if you do not agree with us in what we have stated, it is your duty to state something else. But I repeat that this problem as I see it, this whole process we are going through, is an attempt to solve the perplexing problem of incomes, and to find some means to that end. There is no doubt in my mind but that there are a lot of people who are getting much more than the figures in the left-hand column, who are disturbed by the fact that their so-called outside rate does not measure up to the inside. All the members of the committee are perfectly conscious of the fact that it hurts, but we were obliged to tell the truth. I repeat that we are trying to give you what we deem to be approximately correct figures. You should criticize them if they are incorrect. When the figures are made fairly accurate we can use them, not to reduce anybody in income, not necessarily to increase anybody, but to attempt to solve the philosophy of remuneration.

The Chairman: Have any other members of the committee anything to add to what has been said?

William Hapgood: Before we go further, I think each member of the H. R. C. owes it to himself and to the organization to commit himself definitely to one philosophy or another, or to a mixture of the two. We do not ask him to commit himself until he knows his own mind, but if he knows, no matter which of the two philosophies he supports, it is his duty to express it. I think some of us in the H. R. C. know our minds perhaps as well as we will know them a year from now, and I think it is up to the members of the H. R. C. to try to know their own minds with regard to these two philosophies and to express themselves when the proper time comes.

The Chairman: Are there any questions?

Dorothy Nordholt: The purpose of this explanation is to make clear to the group what the committee has in mind

in presenting the different rates, and if there is any question it should be asked now to get the matter cleared up.

Mr. Knapp: I did not quite understand how they arrived at these rates, but when it was explained that they are trying to compare our position here with similar work and find exactly how much is paid by similar organizations outside, it cleared my mind a good deal. I think that should be explained.

William Hapgood: As Ken pointed out, we have added other factors to the discussion than simply the transference of an individual from this job to a similar job elsewhere. We have added the fact of his age, his health, temperamental qualities, etc. We are not now only showing by the left-hand rates as to what the position would pay elsewhere, but as to whether the individual could get a position elsewhere.

Mr. Knapp: Yes, but I think there are some here tonight who were not here last Tuesday night and they might be confused.

The Chairman: In order to get things before the Council definitely, let us take the name of Lafe Gardner. The committee suggests a minimum of $9.00 and a maximum of $18.00 a week as the figures he could obtain on the outside. In the discussion of Lafe's case we necessarily took into consideration his health, and his ability to hold a job after he got one on account of his health. We felt that as a minimum if he drew $9.00 a week fifty-two weeks in a year he would do very well. He might go up to $18.00, but not beyond that. If the members of Council will ask questions about a particular case of that nature we may be able to clear your minds. Just what do you not understand about the setting of a minimum of $9.00 a week and a maximum of $18.00?

William Hines: When you set the minimum of $9.00 is that the average over a year?

The Chairman: Yes, that is the minimum.

William Hapgood: We felt that Lafe would be out of employment a good deal on account of sickness.

The Chairman: He might average $22.00 for one week when he was at his peak, and a month from that time he may be off a week, and then off two days, and so on. We therefore set the minimum at $9.00 and the maximum at $18.00, but I want to repeat what has already been said, that that $9.00 is by no means a reflection on Lafe. No member of Council should have that thought in mind at all.

William Hines: The members of the committee had no idea that Lafe is worth only $9.00 here?

The Chairman: No; we are setting outside figures. Are there any questions you would like to ask?

Ken Smith: Did the committee consider at all that later on, in a year or a year and a half, these individuals that are rated may want another rating, if changes are seen that may show they are improving or otherwise? I mean changes on the outside.

The Chairman: I think as conditions change on the outside the figures would necessarily change; but the figures of $9.00 to $18.00 would cover any discrepancy that might take place in Lafe's health or in the employment situation on the outside.

Ken Smith: I did not mean in that particular case, but in any case.

The Chairman: Yes, I think I can answer that question by saying that we took that into consideration by making a leeway that would take care of discrepancies in all cases.

Ken Smith: As yet I have not gotten an explanation of any leeway that would take care of it. If the committee has not taken that into consideration then it seems to me there should be some explanation, for it is that episode that brings it down to the point of discussing the method of payment itself. I think there is a great possibility of forming vaguely, but strong enough to grow, a demand for some sort of unattached rating that does not affect a person's salary but other things besides. I think that is a great possibility and unless this problem has been brought to a more definite basis I think that that demand for a continual re-rating will grow until salaries will be completely out of control.

William Hapgood: I am in accord with you to the extent that I have thought for some time that the sooner the better for this group when this question is settled; but in my judgment we should not do that until it is understood so thoroughly that when the question is decided there will be no grouching about it. The other part of your question, if I understood it, is this: Should we try to cast ourselves into the future and determine whether this rating would serve for many years hence? It is my hope and belief that in the course of time we will get upon a basis of remuneration that will not require any such labor and anguish as this. To me there is only one way out at the present time.

Ken Smith: It seems to me that after getting the information, if it is a matter of going into detail with each one, discussing the man's health and age and all that, that that should not be followed unless there is a demand from the group for such explanation. It seems to me that by following such a course, going into the finer details on the blackboard with all these figures and names, that they will be so firmly impressed on our minds that it will completely overshadow the main issue of which this is but a small part.

William Hapgood: From my point of view these steps we are taking now are simply preliminary to reaching a decision that will make such steps unnecessary in the future. Perhaps there is a shorter way; perhaps you can suggest how we can go about reaching a decision that will be satisfactory to the majority with reference to a method of payment. Do you think that the majority now is satisfied with regard to the method we have adopted?

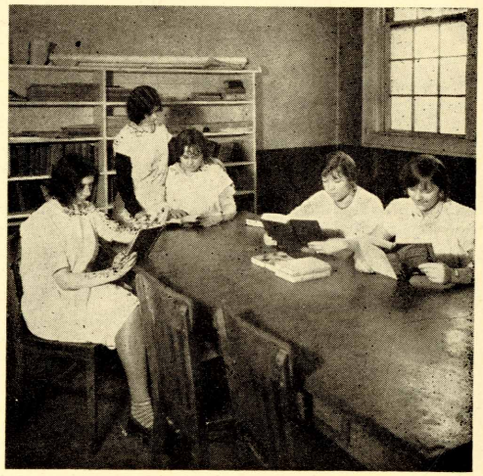
Ken Smith: I cannot say, but I think the feeling is that the majority of the people are really dissatisfied. The reason for the dissatisfaction I would not attempt to explain, but I think a great measure of it is a complete lack of appreciation of this company and what it signifies. If I have any conscious or unconscious dissatisfaction with my salary or the other fellow's, I attribute a greater part of it to one cause, and that is ignorance. It seems to me a better method to follow would be—not education, because that brings in too much; but the pointing out and an explanation of the background of this company, some of the ideas that led up to the ideals that started the company, and then following that up with an interpretation of some of the first acts of the nucleus of this present group, and down to the present time. I have been here less than four years and what I have learned in that time about the company are not facts, it is just personal impressions that have been picked up, a bit at a time, with the connecting links about the organization missing. Therefore it seems to me it is logical to believe that if each individual has his own interpretation the final result in each mind will be different. Therefore I think the lack of harmony, and heated disagreements come from one cause—a lack of group organization, a lack of concentration in bringing the ideals of the company from the beginning down to the present time before the entire group. That is my personal opinion, and from self-analysis that is the conclusion I have come to. I think it accounts for the mix-up in these interpretations.

William Hapgood: If I understand Ken, he is pleading in the main for exactly what we have been trying to accomplish. He desires a little wider education than we are attempting to give by means of these discussions in regard to remuneration. But is it not true, Ken, that for the last ten years, in the meetings of this body, we have repeatedly attempted to interpret the acts of the past and show wherein the acts of the past were leading up to the present? I cannot believe that we have failed to attempt to interpret. We have failed to interpret with any degree of clarity, that is true, but I do not think it can be correctly said that we have not made the attempt.

You spoke about the necessity of appreciating the company and what the company is attempting to do. Here is a very definite effort to try to get before us that very thing—not appreciation in the sense that any of us wants to be patted on the back because he is getting $33.50 here when he could only get $20.00 on the outside; that is not what we want. We want an appreciation of the two forms of operation, one cooperative, and the other acquisitive. There is a radical difference between the operation of this company and that of other companies, and the radical difference in actual results is portrayed on the board with respect to the one thing that causes so much disturbance—the matter of income. In my experience with this company, particularly lately, there is not much disturbance in regard to the matter of authority. It is true that John is restive under the direction of others. It is also true that perhaps George Gregory might be restive, or somebody else. But in so far as my experience of the situation within this group goes, I do not think the troubles are caused by rebellion against authority. It seems to me that most of the emotional difficulty here is caused by the perplexing matter of incomes. It is my belief, and I state it simply for myself and for the present time — I may change my belief — that there is only one way through to a situation which will reduce emotional conditions to a minimum, and that is payment on the basis of need. I merely state that now to make the picture we are trying to draw a little more clear. To me the goal, or the solution, seems evident. I am not speaking for you. If you other men think some other method of meas-

urement or of payment would be better, then in the course of this discussion you should say that. If payment on the basis of need hurts that thing which Ken has called pride, and hurts it so severely that we cannot accept that philosophy, then we simply will not accept it until we educate ourselves to a better understanding of the co-operative way of life. But you and I will not reach that conclusion until such time as we are so well advanced in our social philosophy that we get along as people do who are highly sympathetic or are much in love with each other. That is a long way off. I do not think we will arrive at that millennium in my lifetime and probably not in yours, but I feel that the only way of ever arriving at it is to get away from the idea of weighing your abilities against mine. In my judgment that cannot be done. You will never consent to that measurement, and probably I would not. And I do not believe it is possible to weigh your simple wants against mine as long as both you and I attempt to elaborate our lives and to live like the Jones's rather than live simply.

I have made this long speech in an attempt to show that what we are after here is a decision in regard to our philosophy of payment. I will close by saying that if in the course of the discussion I have given the impression that I think you less favorable to social democracy than I because you might choose efficiency as a basis of payment rather than the philosophy of need, then I have given an impression I did not intend to give. It is perfectly ethical for Howard, or Billy, or Dorothy, or anyone else to say that payment should be on the basis of contribution. If you feel that way you should say so and then support it as vigorously as you can.



Young Girl Workers in Plant Library

The Chairman: Mr. Hapgood brings another idea into the picture. We may be drifting somewhat from the thing we started to discuss, but I think it is important and we might give some discussion to this point rather than to the names on the blackboard. It has been agreed by Council that the figures suggested in the left-hand column of the blackboard, which represent outside efficiency—that those rates will not be paid. We do not accept those rates. The rates in the right-hand column are based on needs for the greater part; some on efficiency; perhaps some on a combination of the two. Which is Council in favor of? Let us put the question this way. Does Council feel that a combination of the two is advisable at this time —needs and efficiency? Can the two be mixed?

Jack Evans: Mr. Hapgood said that he did not want anyone who thought that because there was a feeling in his heart that he could not accept needs as the basis of payment for himself or others, but for himself primarily, to feel that he was departing from the truth or was committing some moral delinquency. There is nothing dishonest or distasteful or bad about a person's opinion when it happens to be in favor of efficiency as a basis of payment, or part on the basis of efficiency and the other part composed of some other elements. We cannot get away from the feeling that exists among many people that because certain people in the organization are insistent on one basis and feel that it is the only fair and just basis, that everyone else must accept that or remain silent about it. We cannot ask anyone because of the strangeness or oddity of his opinions to remain silent. That would be asking something that we would not like to have asked of ourselves. We all know that Mr. Hapgood has a very definite and clear conviction concerning the basis on which payment should be made. To him, payment on the basis of needs would produce a maximum of satisfaction. I think it is safe to say that a majority of people here would subscribe to that basis, and I think a fair number of that majority subscribe to it because

they have thought it through, and because they recognize that in so far as they themselves are concerned, and so far as other people in like situation are concerned, it is the better of the two philosophies and the better of the two practices. There is, I am equally sure, a large number of people in the organization who while they subscribe in word to that philosophy, do so more because that philosophy happens to redound to their particular benefit. They do not think it through; they do not exert the mental effort necessary for us to see it clearly. For my own part, I am much more concerned in getting those people who subscribe by word to this philosophy to be able to understand it and back it up by well thought out information. There is no virtue in saying that a thing is good because it happens to be good for you, or good for me. We must have a larger vision than that, and even if a thing is good for us individually we should recognize that the price paid for its being good for us is a good deal of hardship endured by others, and until we recognize that fact we should not declare that the thing is or is not good for men in general.

I can state my position with reference to the philosophy of payment according to needs in these words. I think if we are to contribute in any large measure to the building up of a new social and industrial order, and by that I mean the building up of industry on a new basis, with a new set of values, then we must first of all discard any evidence of the present method of grading and measuring income on the basis of efficiency; we must regard it as distinctly bad for the vast majority of men and women in this or any other country. The measuring of income on the basis of efficiency is a germ that produces so much suffering, so much poverty, so much ill health, because money is diverted from one source where it will be beneficial for a maximum of good health to other sources where it is used largely for the upkeep of parasitic institutions and to serve a small group of men. If we can see clearly that this characteristically capitalistic basis of paying wages and salaries is in some definite manner tied up with the things that we declare to be non-essential, then we can urge some other basis for making payment. For society as a whole to change from one basis to another over night or within a short time, is not conceivable. No one who knows anything about history could conceive of that rapid change. We have made some headway in the direction of leaving behind us the basis of efficiency and going forward to the basis of need. By and large the departure has tended to create more satisfaction than was the case formerly, but there are two considerations that perplex the minds of most people who think sufficiently hard about this problem, and I confess that to some degree they perplex mine. They perplex my mind because of the fact that we are operating as a small unit in a large capitalistic world where so much of what we do and what we think and the way we live is conditioned by factors beyond our control. The first thing that perplexes the average person's mind who thinks about this problem is the economic side of it. We have to ask ourselves the question whether paying income on the basis of need is economically sound. By that I mean this: Will the adoption of needs as the basis of payment inside the Columbia Conserve Company lead to our being as efficient as we are now as a group, or will it tend to decrease our efficiency? The facts as I have observed them seem to indicate that we are becoming more effective and more efficient as a group, and I think one is justified in stating, not dogmatically, that there seems to be a tendency for the quantity, and especially the quality, of our goods to improve which runs side by side with this change from one basis to another. Therefore I think that one is warranted in taking the chance that the change from one basis to another will not afffect that side of our activity unfavorably. The other aspect of the question that is perplexing is this. Is an industry like ours, operating upon the basis of payment according to needs, likely to produce within itself a sufficient number of skilled technicians who will lead the organization to function effectively in the near and remote future? And if it fails to do that, or does it only in part, is this new basis of payment likely to take away from our group any number of technicians whose services we may need at any particular time? We have not sufficient data at our command to state that such a change will mean of necessity that certain people we may desire may be taken away. On the other hand, we have not sufficient data to prove the opposite. On that score, therefore, we cannot come to any conclusion.

The other side of the picture is the psychological side. The change from one basis of payment to another involves a good many emotions. They are emotions which arise in the breast of each one of us who are members of the group, and in a measure we have to take into consideration the emotions of the people connected with ourselves very closely

who are not members of the group. Whether we accept this basis of payment in good fashion, and by that I mean whether we shall be disturbed emotionally by the adoption of needs as the basis of payment, depends entirely on the view we take of industry as a whole and the way in which it functions at the present time. If we think the present capitalistic order as bad, by and large, that there is need for change, the chances are that we will adopt it on the off chance of success. But then we should be ready to do whatever we are called upon to do, even if we have not much enthusiasm. But unless we see the need for change clearly I cannot see how any one of us will accept the change except upon the basis of faith in others who think it is the best thing to do. Whether we do that on faith depends on how much confidence we have in the people who urge it.

Now that I have said all that, I have only this to state as my personal position in this matter—that I believe if the change from the basis of payment according to efficiency to the basis of payment according to need can be effected, the end result would be altogether beneficial to the organization as a co-operative enterprise; but I am pleading that the people who do not see it as clearly as I see it shall not accept what I say or what another says as being gospel truth, nor my opinion or that of others, based on certain experiences, as being absolutely true and beyond contradiction. I am willing to go over to that basis, but I am not willing to play any part at all in urging other people to do so. I think it is the best thing to do only if the group as a whole can see it as clearly as I do. The thing to do is to think the thing through, each one for himself or herself, and not go on the assumption that what another man says is the truth.

The Chairman: In view of what Mr. Hapgood has said, supplemented and enlarged upon by Jack, what do the other members of Council think about it?

William Hapgood: I suggest, Ken, that we make it clear to Council that they need not confine their remarks to this one matter. Let them ramble all over this whole picture. Jack and I attempted to arrive at a conclusion which we believe fits us; but the others here should not accept our conclusions unless they wish to.

Howard Herner: Have either one of you attempted to arrive at a conclusion as to what constitutes "needs"?

William Hapgood: We have attempted to do it in this organization for many months. I think it is clear that we cannot be dogmatic in describing needs. We cannot draw a diagram that will fit every person.

Howard Herner: I appreciate that you cannot do that. I am still confused, however, as to what you mean when you say "needs." I, for one, am not willing to say which way I will vote until that is defined. Then I can say that I am willing to go on one basis or the other.

William Hapgood: In times past we have defined needs as food, clothing, shelter and recreation. By recreation we mean that kind of thing which stimulates our spirits—perhaps even alcohol. Somebody might think alcohol necessary because it gives them a stimulus. Some people think it is a need, and yet it does not come under the head of food, raiment, or shelter. It is something that stimulates the sensibilities — and sometimes the insensibilities. We do not want to take Council's time to go over in detail what we mean by recreation. Speaking of Miss Franz, for example, and her trip abroad. We made that recommendation largely on the basis of need for her. She needs the trip to refresh her spirit, so it becomes as much a need for her as clothing. I cannot make my meaning any clearer unless you ask specific questions. Then perhaps I may have to ask you questions about your own personal situation. If you ask me if I need an automobile, I say, "Yes, I need it in order to transport myself from the farm up here. I do not need it to get joy out of it. Some might. If you ask me if I need a trip to Europe as Miss Franz does, I will say, "No, I do not need that." The time may come when I will come before you and say "Yes," when I am a good deal older than I am now, or when I cannot get the satisfaction out of life that I do now. Our needs may change in form as we grow older, and as they change we must be frank about it. The time may come when I will come before this group and say that I need a trip to Russia or China. I would be misrepresenting conditions if I said that now. There is enough in my life now to give the stimulus I need—enough in this circle.

Albert Armstrong: After food, shelter and clothing is decided, who is to decide the other needs?

William Hapgood: We have to take it up case by case. It may be that six months hence your heart's desire will be different — not only material demands, but your heart's desire, and we will have to decide whether it is a good desire or a bad desire. If you came before us

stating that your heart's desire was to speculate in Wall Street, and that you want your salary increased to $100.00 a week in order that you may speculate, we would probably tell you that we did not approve of that, that it is not a need.

Howard Herner: On that basis you cannot take a group of about 60 per cent of the people and set up standards for them, and then take the other 40 per cent and go over them individually. You would have to take the whole 100 per cent.

William Hapgood: We have the means of doing it now. We have this category, and if anyone feels his needs are not satisfied within that category he comes before us here and says so.

Howard Herner: Suppose they are over-satisfied, then what?

William Hapgood: I think Howard's question means this: Do we think $33.00 a week is too much for some married couples? I will say, Yes, some; but they are so few that the number is rather negligible in regard to the system itself. I will agree that there are some few people in this organization for whom $33.00 is unfortunate, at least in the beginning. They do not know what to do with it and they may waste it; but my philosophy in the choice of a system will not be decided by a few individual cases. I will not be distracted in my thinking through a system because it does not fit everybody. No body of humans is able to arrive at a social system that will fit everybody. We have to agree with the majority, and if I agree with the economists and sociologists that approximately $1,500 to $2,000 a year is the income that is necessary for the average American couple, I am going to work on the basis of that belief even though some couple getting only $1,000 a year gets drunk on it.

Howard Herner: I am just trying to get myself clear on it, and probably other people in the group who are not clear. Some of the questions may sound silly.

William Hapgood: They do not. No question anyone can ask is silly. The whole thing is too complex for that.

Howard Herner: When I asked the last question I did not mean that everybody would have to think the same way, but it seems to me if you are going to go on the basis of needs we must take everybody.

Dorothy Nordholt: I would like to ask this general question because I think it needs clearing up. There are a number of people who wonder whether, if we go on the basis of payment according to needs, it will include sufficient to provide for life insurance or something of that nature for the dependents of the individual employed here in case something should happen to the worker. I think that is a real question for some of the married men with wives and children.

Howard Herner: Take myself as an example. I am not complaining, but suppose I am paid on the basis of needs —enough for my wife and I to live on. Maybe I live ten years and have not accumulated anything, and Mrs. Herner outlives me, what in the devil is she going to do?

Jack Evans: There are two ways of meeting that. First, we might make it a general practice to take care of dependents in event of death of a salaried employee by a straight pension system. On the other hand, we might assume that obligation by including in the needs category a certain sum of money to be devoted weekly or monthly to the paying for protection of the group, that is, protection for the dependents left in case of death. Whether we choose one plan or the other is a matter for discussion, but I do not see that there is any obstacle to such a plan to provide protection except our financial ability to pay for it. This question generally agitates the minds of the people here. It naturally agitates me because my wife would be particularly defenseless in this country, away from her home, in the event of my death, unless she received support in some measure from this group because it is the only resource she could possibly have unless I enlisted the services of a big insurance company by payments, which would transfer it from this group's obligation to another, but still her last resource would be this group. This is the group on which every wife depends, irrespective of who the man is.

Howard Herner: You go on the assumption that they might take care of her, but as long as you go on that assumption it is harder to see through it.

William Hapgood: We cannot guarantee the future. We must reach our conclusions as to the wisdom of any such course by our past experience in this organization plus our optimism regarding whether it will function effectively in the future and enable us to take the same responsibilities that we have already taken. Anyone who has been with us some time knows the progress we have been making toward protecting the individual against the time when he cannot protect himself. Full time employment, protection for married people and people with children, group insurance by

virtue of which the company will take over 50 per cent of the premium, also protecting workers against old age as well as against illness. But there is no possibility of our arriving at a system which will guarantee to your wife or mine that under the present capitalistic system she will be protected when we die. The only protection that will be completely satisfactory is that of the nation and the state. We in this group cannot protect ourselves completely; you and I and others who desire the kind of protection which is in your mind and mine can only get it in the final analysis by a change in the attitude of the state toward dependents—your wife after your death, and dependent children. In my judgment, a worker gets more protection here than he can give himself. There may be one or two examples to the contrary—I doubt if there are more—who could go forth from this institution and by virtue of his own efforts in the autocratic system outside, build himself better protection than we as a group can give him. I cannot get Mrs. Hapgood to see that, any more than you men can get your wives to see it. We have to be patient with them in regard to that. Mrs. Hapgood has bad dreams at night because of her terror, wondering what this thing will lead to, if it ultimately means that she has no property that she can call her own, in event of my death and Powers' death. We cannot remove that fear completely from our dependents, but we ought to be able to remove it from our own minds. We know the capacity this organization has for doing things. You know that when we own this business, when we have complied with our contract with the stockholders, if we stay at our present level of salaries, we will have a surplus, and it will be tremendous when we no longer have to pay dividends on common stock—amply sufficient to give us the protective features we need; but we must play the game. In my judgment one of the things we must do is to frankly give up the theory that the only protection we can obtain is the protection we provide in the bank. If I cannot school myself to believe that the people of this group will protect me in my old age, then if I have sufficient force I will attempt to get some other protection. But the longer I am connected with this system the more completely am I convinced that this organization, if it lives, will protect me and my dependents against need. If I did not have that faith in mankind I would not advocate a democracy. You and I and others are disturbed when we see the selfishness, the lack of appreciation in this group, the rank ingratitude that exists. There is no question that we have people in this organization who are completely irresponsive to what we are doing here, who are ungrateful, who will bite the hand that feeds them. You and I must ignore them and do the best we can to cure that condition. And we must not let it affect our philosophy of life. We must not allow our philosophy of life to be changed unless we conclude that the majority of people are like that. If you reach that conclusion, which I cannot, that the majority of men and women in this room tonight are not properly interested in or related to our activities, are going to bite the hand that feeds them, then you do not trust in a democracy. But I ask myself this question, and so can you—Would I bite the hand that assists me? If you say you would not, then you must say that the majority of people here will not do so. I am simply bringing you into this now because I think if we make it personal it may be clearer, and not because I have for a moment any thought that you do not appreciate, do not understand, the values you are getting here. You do not understand them all, neither do I; neither does even Jack Evans.

Ten minutes recess.

Arlie Myers: The point that Howard touched on I have probably given as much thought as anyone, and that is, what would happen to my wife if I were taken a few years from now. These figures here on the board show very clearly to me that as a group of workers attempting to solve their own problems, we have been very liberal with each other so far as individual needs are concerned. Take myself, with ability to earn on the outside, $40.00. That may be correct or not. I might get it this year and next, but ten years from now it is doubtful, unless I connected with an organization and remained there permanently, and the chances are against my continuing for that length of time. I have confidence enough in the workers to believe that as long as I do the best I can and get along as we have, and as long as I shall conform to the standards set by the committee and by Council, if the system of payment according to needs is accepted, I shall receive the same treatment as at the present time and that it will be just as fair to me as it is for those who are under the marriage differential. I have that much confidence in this group, and the group that might succeed this one. I would not accumulate anything should I change under those conditions. I would be no

better off, and not as well off, in ten years as I am at present.

The Chairman: I can only say what I said probably six weeks ago in Council meeting when Jack asked me a question as to what I thought about this, and I replied that I was willing not to ask for any more and not to accept any more in salary, and the only way I would accept any more would be when my needs demand it. I put in this proviso, I offer it as an ideal to keep in the picture as something we are working towards—that everyone give all they can to the pool, and everyone take from the pool just what they need. If that condition is in effect I am willing to go the limit and do all I can. Mr. Hapgood touched on that tonight, when he suggested that six weeks ago that was the reaction However, I am of the same opinion today and I am willing to start any time on that basis. Ten years from now I hope everyone will be of that opinion—give all we can and take just what we need.

Jack Evans: I should be interested to hear some of the women on this question. It is a matter of considerable importance to the women and I think it would be interesting to have the reaction of the other sex, because the sexes differ sometimes in their outlook upon problems as intimate and personal as we have been discussing. I know that Genevieve has thought a great deal about this whole problem and perhaps she has come to some conclusion. I would be glad to hear what she has to say.

Genevieve Hendricks: The only thing I can say now is that I would have to be in favor of payment for needs. Going by these figures I could not consider pay for efficiency because I could not see all these people cut down to that salary. That is all I have to say now.

Dorothy Nordholt: That is at the bottom of the scale. What about those above those figures that are covered by the differential, which is the other side of the picture?

Genevieve Hendricks: I am not sure that I know what you mean. Do you mean those that would be paid more on an efficiency rating?

Dorothy Nordholt: Yes, as nearly as we can work out what that means.

William Hapgood: Whose income is above the differential?

Dorothy Nordholt: Yes; anyone whose income is above $33.00 and is married. Do you think for the people above that, payment on the basis of needs is logical?

Genevieve Hendricks: Yes.

William Hapgood: Do you think it is possible, Genevieve, for us to adopt that system now, or soon, for that small group of people whose incomes are less than the figures on the board indicate they could get on the outside? Are you in favor of asking them to remain where they are?

Genevieve Hendricks: Yes, I am, if their needs are taken care of.

The Chairman: With these things Council's mind may be cleared up somewhat. It has been repeated many times that it was not in the mind of the committee or anyone to change your present salaries, up or down. Whatever plan is put into effect, it is not intended to change your present status at all. If some person is accustomed to drawing $38.00 a week and has adjusted his standards accordingly, it is not suggested by any means that they go down to $21.00.

William Hapgood: I do not understand that with regard to changes upward. I think we have been unanimous in our statements that we were not recommending anyone for decrease, but I think the report brought in by the committee some two or three weeks ago did suggest, for consideration at any rate, an increase in certain salaries.

The Chairman: Yes, it did. That is the right-hand column. What I was referring to was not any special report that any committee had made, but the suggested plan of payment according to needs. For illustration: Ed Proper draws $40.00. If Council decided on the plan of payment according to needs, Ed will not be asked to come down, and he will not go up. He has set his standards and is accustomed to $40.00 a week. That was in the minds of a good many.

William Hapgood: I am a little confused at the way you state it. It is clear to my mind that Council has not favored any decreases. The committee on which you have been sitting, of which Arlie is chairman, has not favored decreases. It is not clear to my mind, in fact, I have had a contrary opinion, that the committee proposed for consideration, and that the majority of the committee felt, that certain salaries should be increased. On what basis was not clear, but the figures on the board (on the back of the board) for a certain group seem to sustain my belief that it was in the mind of the committee. I understand that the committee did not propose any decrease for anyone simply because it might be assumed that he did not need what he was getting. That is expressed in what I said before, that

there is no suggestion of decrease. Any decrease must be voluntary on the part of the individual. The question I asked Genevieve was whether she would support any increases above the minimum on the basis of efficiency. She said, No, she would not, if their needs were covered.

The Chairman: Will some of the other members of Council answer the same question?

Dorothy Nordholt: We are interested in getting the opinions stated as generally as possible.

The Chairman: Mrs. Rice, will you state your opinion?

Mrs. Emma Rice: A very good point I think in regard to needs is that you are better off here than at any other place. I think I am in favor of paying on the basis of needs.

Chairman: Are you in favor of increasing any of the names on the boa'd above the present minimum, if their needs are taken care of?

Mrs. Rice: Yes.

The Chairman: That would be on the basis of efficiency?

Mrs. Rice: Yes.

William Hapgood: It would help me if Mrs. Rice would give her reasons. If I understand her, the thing she does favor here is that some people should be paid more than we are now paying them, not because they need more, but because in her judgment their contribution is such that they should have more. Is that right?

Mrs. Rice: Yes.

William Hapgood: Will you tell me why you think that way?

Mrs. Rice: Because I feel that their efficiency is increased and I feel they really need more.

William Hapgood: I am trying to rule out the latter. Let us say we have a man here who draws $39.00 a week. He does not need more perhaps and does not tell us that. Would you favor raising him above his present basis because in your judgment he is quite effective?

Mrs. Rice: Yes.

William Hapgood: Is it a moral or practical conclusion? Do you reach that conclusion because you think we owe it to him, or because he will be unhappy and therefore not work properly if he does not get it?

Mrs. Rice: I feel that we should pay him more. I do not think he would be unhappy.

Arlie Myers: That is one puzzle I would like to study further. I would not be in favor of increasing anyone above the differential unless in making the change we feel there is a discrepancy —that one individual with certain ideals and certain desires is drawing under another whose contribution is recognized as being on a par. It will force one individual to come before the needs committee and ask for more, where the other, whose contribution is not as great, would not think of coming and would be drawing the higher salary. I cannot express myself properly, but I think there is possibly one instance where action should be taken for readjustment prior to accepting the new method of payment.

William Hapgood: But is it not true that if we consider that now we will likely have to continue it? If there is one person out of line now with relation to the others above that figure, and we try to place him in a more exact relationship with his fellows, will we not have to do that six months later, or six years later, when there is a change in the relative ability of that group? It seems to me if you start that you would have to continue it.

Arlie Myers: I do not see how. Granting payment according to needs is accepted and goes into effect in a few months from now, in six years from now if it works satisfactorily it will eliminate just such a happening as that. But it is the changes that may be necessary prior to entering into that method of payment.

The Chairman: How do you feel about it, Mrs. Gray?

Mrs. Nellie Gray: I am very confused. I think payment for needs is wonderful and is what we should do, but there are several in our organization that have been here a long time and are faithful servants, but because they are not married or for some other reason they cannot get anything more—I feel that whether we pay them more money or not, they should be marked for efficiency. Mrs. East is a splendid worker, as everyone knows, and she is willing, but on account of her age and being married we do not give her any more. I wish she could have a higher mark for efficiency, and whether she got any more money or not I think that would be a good thing. Dorothy Herzog is another. It seems to me we should at least give them a mark for efficiency, whether we raise their rate or not.

Mrs. Bailey: I think we should pay according to needs in this group. It seems to me if a social group were to pay on efficiency we would be more cap-

italistic. It seems to me we cannot be a social group unless we do pay according to needs. I think that is what we should do.

Cornell Hewson: It is a problem that is so wide and has so many angles that one can really only speak to one phase of it at a time. The progress that has been made in this group toward an understanding of the implications and complications of payment upon the basis of need is extremely worth while, and anyone who has been a part of the group for any period of time can only view it as an extremely hopeful progress. I can remember when the thing was first spoken of, and only a handful of the group had any idea what it involved. A large number now talk about it, think about it, and are beginning to understand it. It is a slow process. I think personally I would be willing to accept payment on the basis of needs, based perhaps largely upon faith, that kind of faith that has been expressed by several tonight—faith in the inherent value of democracy, and faith in this group of people or any other group acting under similar conditions. I can foresee, although it is not possible for us to realize it now, a shifting of the entire group, because upon the basis of income for needs there will be set up these reserves to meet emergencies. We made a start toward that by looking after the individual's health. We made one step beyond caring for the individuals in the group by putting aside a fund to care for emergencies in the worker's families. We do have protection now and security thrown around us that is enjoyed by no other group of workers in the country, and we can only get this surplus if we do go on the basis of need in the payment of incomes. We cannot get it in any other manner, and if we proceed to attempt to pay for efficiency and rate efficiency and increase on the basis of efficiency, in each instance we do that we postpone that much the enlargement of purpose and the security that must come when we change to the basis of payment for needs. It will be done in a comparatively slow manner. There will be an individual now and another again that will accept it, and then we will have the group as a whole accept it. We must mull it over and talk about it and really think about it, and then act. But it will not be easy and it will not be rapid. I believe if this group voted tonight, or next week, to go completely to the basis of needs, it would be a dangerous thing because we must not go on that basis until we can go to it as a group intelligently, not only understanding what is involved, but willing to accept it.

George Gregory: I am thinking of my own state of mind. My opinion is in favor of need, but I try to understand the other person's mind and I try to figure myself in his place and I wonder if my mind would run the same if I were in the other man's place—perhaps it would not. We must try to think for the other fellow. It is much easier for a man to come up than to go down. I do not know how long it would take. I am very much opposed to bringing the other man down to needs if it would make him dissatisfied in any way.

Cornell Hewson: Might I say just one word in regard to what Mr. Gregory has just said, and some others. I think there is a general feeling on the part of a number that if we go on the basis of needs a large number will be paid less than they are now getting. While that may be true in some cases, it does not necessarily follow. It is just as probably true that a large number will be increased. It may even be that some of those referred to by George as better paid will be increased rather than decreased. I think also that perhaps the whole issue has been clouded by the fact that it means that some people might be reduced, but not that a large number will be reduced. But even if they are, and their needs are taken care of, are we not accomplishing our purpose?

Albert Walters: I would like to ask George, if he thinks that nobody should be reduced, if he would be in favor of any money being added to their present income if they were above the minimum, on the basis of this reasoning or otherwise.

George Gregory: Whether they are above the minimum or not, if they need it and call for it, I believe in giving the increase.

Albert Walters: On the basis of efficiency?

George Gregory: No; on the basis of need.

Isaac Davis: For a long time before I came to the Columbia Conserve Company I believed in the principle of payment according to needs, and I have stuck to that belief. If I am given an opportunity to apply that principle, if I cannot carry it out I have been wasting a lot of time. If I am given the opportunity by the Columbia Conserve Company, all there is to do is to do it. Of course there will be difficulties in carrying it out, but I believe we can thresh that out.

Hugh Bogardus: I have been giving

this matter a good deal of consideration, and the more I think about it the more I am convinced that the only method of payment in a democratic institution such as we have been attempting to establish here is payment on the basis of need. At the present time the biggest difficulty I see in this method is that at times when certain emergencies arise that the individual has need for a sum of money which he has not been able to save, he should be taken care of. If we as a group build up certain reserves to take care of such emergencies, if we had some such plan, I am sure my mind would be at rest on that phase of the problem.

Another problem that has not touched me but is touching some people here is this: Some of the group question the life of the Columbia Conserve Company, the length of time it will live. Suppose something happens to the Columbia Conserve Company today, or tomorrow, what will become of me and my family if I have not been able to lay up a surplus to take care of such emergency? I think the answer to that is probably in these figures on the board, that these people would not have been able to lay up a surplus if they had been working at Van Camp's, or at any other institution. The fact is that they have had greater chances here in the Columbia Conserve Company to lay up such a reserve, even on the basis of payment according to need. At the present time Mrs. Bogardus and I are seeing how we can live on our minimum salary, and whether we can live on it and build up a certain reserve for minor emergencies.

Jack Evans: Do you see any reason for advancing the salary of those people whom we have cause to believe would be able to command more on the outside, other than that their needs might have expanded since the present salaries were set?

Hugh Bogardus: I believe the only reason for advancing such a person's salary would be on the basis of need, not on the basis of efficiency.

William Hines: I would say this, that as a man's efficiency advances in certain positions his needs advance. Then you would still pay according to needs and for efficiency, too. I am not clear on this, however. I would like to hear from the people on the committee.

William Hapgood: I would like to say a word on the point that Billy brought out about the probability of one's needs increasing as he gets into a position of greater responsibility and as he becomes more efficient. I cannot quite see how it necessarily follows. As a matter of fact, I cannot see how it should follow at all, provided he is really and completely convinced of the social necessity and the advantages of payment on the basis of need, and is convinced, as Ken expressed it, that he should not take out of the common pool more than the minimum which is necessary for his satisfaction. If he has that philosophy it seems to me he is not going to let his needs for material things increase. Certainly in my own case I have been trying for a good many years not only to not increase my style of living, but to steadily decrease it as rapidly as it is possible for Mrs. Hapgood and me to train ourselves in that direction. It is very easy, indeed, to permit one's self to get into a frame of mind that because he has a certain position of responsibility he must show that position to the outside world by the expenditure of money and by the style in which he lives. If a man has that attitude it is my belief that he has not accepted the philosophy which we are talking about here tonight. This philosophy applies to us here; it does not to people working in a different environment.

George Gregory: I think it would be better for a person to try to live more simply rather than to try to bring himself up to higher living.

William Hapgood: For myself, I am convinced that I must simplify my life. I must consider one other in that operation—Mrs. Hapgood. I do not need to consider Powers, because he accepts this philosophy and is happy under it. But I cannot ride ruthlessly over Mrs. Hapgood's sensibilities, though I must say in her praise that she has made altogether greater efforts to subscribe to this system and this philosophy than I have. It has been much harder for her than it has for me to go in the last thirty years from an income that in terms of buying power was certainly not less than four times as great as we have now. It has been difficult, but she has done it and in my judgment her happiness has been increased. We might have gone in the opposite direction if we had had a different philosophy, and if we had taken the advantage we might have taken of people less fortunate than we. But the point I am trying to make, Billy, and it appears to perplex Howard and one or two others—the point I want to make is that we must be pretty firm if we adopt this philosophy in our resistance to the effect our friends have on us because they have not accepted this philosophy. They will mock us. They will say we are fools. Other people greater than we have been called fools for subscribing to this philosophy and for living in accordance with it. Steinmetz, one of the greatest scientists of the day in which he lived, was called a fool because he took from the General Electric Co. a bare living. When he died he left nothing but a few personal effects. He took from the General Electric Co. $25.00 a week, although rated on the basis of efficiency he was worth hundreds of thousands of dollars a year. He did not allow the mockery of his friends to change his attitude. He had a faith and he persisted in it.

The Chairman: Does any member of Council that has not been called on wish to say anything?

Mr. Knapp: I have thought for some time that we should put into operation the system of payment on the basis of needs, and this discussion has convinced me. I think another thing might be thrown into the picture that would help us, and that is the trend of today toward decreased payment on the outside. There are some groups being thrown out of employment by new labor-saving machinery, the result being that the supply of labor is greater and the market price for labor is being pushed downward. So if we rated ourselves according to efficiency on the outside in a few years we might find that we were in worse position than we would be today on the outside.

Another thing that has helped me concerning the building up of reserves is statistics I have seen about the number of people who are entirely independent in their old days. They are very few, who are independent, but a startlingly large percentage—over 65 years of age are dependent on some one else. Aside from that my philosophy is that payment on the basis of needs is better from the ordinary point of view than efficiency. If you compare me with some one else it is impossible for you to say that another man is more efficient than I without giving a reason for it.

Homer Shelly: It seems to me the logical way to pay salary is on the basis of need. I cannot think of anything more comforting than to think you are going to have what you actually need. I have been a beneficiary of this proposition of paying according to need and perhaps because of that fact I can agree with it. My greatest difficulty comes when I consider the young men who can now draw more on efficiency alone and have the chance of increasing it in the next few years until they get much more. When a man of that type can accept payment according to needs, I say well and good. I do not know whether we should tempt anyone by offering them more money than they are drawing on the basis of efficiency yet, but I would like to see them refuse it if they did not need it.

Dorothy Nordholt: My own personal feeling about the whole thing is the acceptance of payment on the basis of needs; but in relation to the group on the right-hand column of figures, I must say that I feel at this time it should be voluntary and no one urged to, that is as to whether he accepts this basis or not. I believe there is enough of a feeling among some of the group about payment on needs, in opposition to it, that it would be more detrimental to make it an issue—the flat acceptance or rejection of the basis of needs alone. I think from the point of view of education it would be better to pursue a little further along this voluntary basis, and not go altogether on the basis of need.

William Hapgood: Do you mean you would make it optional with anyone whose outside rate is greater than inside payment?

Dorothy Nordholt: Yes, to accept the figure given as an increase if he wants it.

William Hapgood: Why do you suggest that plan rather than give him an option to accept—well, that might come up for discussion at the next meeting.

The Chairman: I am sure we would all be glad to hear from Mr. Hader.

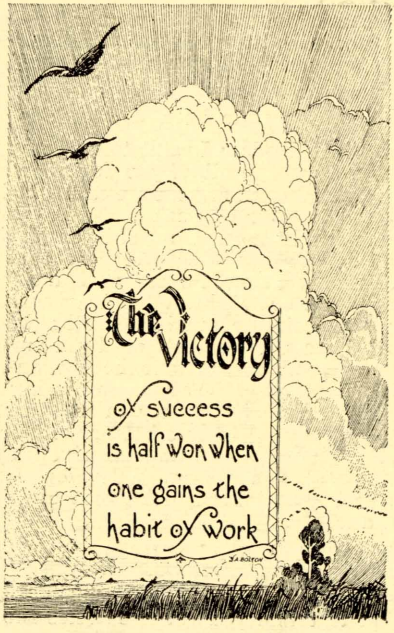
*John H. Hader: I want to express my sincere thanks to all of you for allowing me to poke around. I am extremely interested in your operation. That is my business right now. I would like to write some day on social science, and that is my interest here. So far as I am concerned you are all bugs and I am watching you going around. On the other hand, I am not a scientist. I am an extremely mad person who becomes very much upset over what we are going to do with industrial society in attempting to teach it how to live better. It looks as though we would have to live closer and closer and we must develop some adequate way of adjusting ourselves to one another.

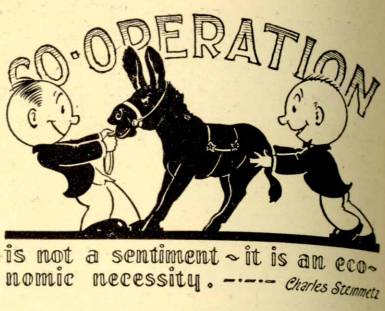
I want to extend my congratulations to you on the courage with which you are carrying on this experiment, and again to thank you for courtesies shown me.

After agreement to hold a special meeting on Tuesday night, May 14, the meeting stood adjourned at 10:30 p. m. (Stenographic report by Miss Dillon.)

*Mr. Hader was a visitor who had spent several days at the plant making an investigation of the Columbia plan for the New York journal, "The Inquiry."—Editor.

It's not easy
To apologize
To begin over
To admit error
To be unselfish
To take advice
To be charitable
To be considerate
To keep on trying
To avoid mistakes
To forgive and forget
To keep out of the rut
To make the most of little
To maintain a high standard
To recognize the silver lining
But it always pays.





FOOLING NOBODY

A colored boy was strolling through a cemetery reading the inscriptions on the tombstones. He came to one which read, "Not dead, but sleeping." Scratching his head, the negro remarked:

"He sure ain't foolin' nobody but hisself."

FAIR ENOUGH

An impecunious tenant had not paid the rent on his room for several months.

"Look here," said the landlord, "I'll meet you half-way. I am ready to forget half of what you owe me!"

"Right, I'll meet you. I'll forget the other half!"

AIN'D IT SO!

Two Hebrews walking in a park on a cold day.

"Vell, vhy don't you say something?"

"Vhy don't you?"

"I should get my hands cold?"

Tom: "I have courted your daughter for fifteen years."

Dad: "Well, what do you want?"

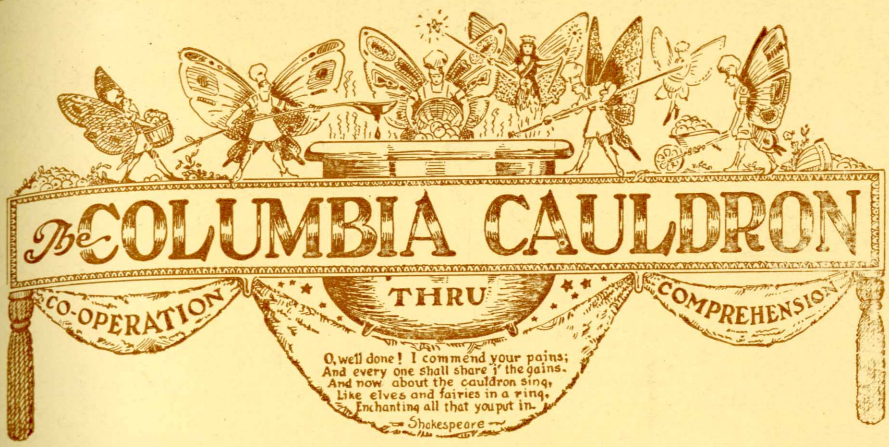
Tom: "To marry her."

Dad: "Well, I'll be darned. I thought you wanted a pension or something."

Mildred (icily): "And shall I return the engagement ring?"

Frank: "Oh, no, don't bother; I'll just have the notice of the next installment sent to you."—Life.

INDIANA STATE LIBRARY



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MRS. MARY LIPFERD
Assistant Leader, Label Room
The Columbia Conserve Company

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INDIANAPOLIS

Education in credulity leads by quick stages to mental decay; it is only by keeping alive the spirit of free inquiry that the indispensable minimum of progress can be achieved.

Instead of credulity, the object of education should be to stimulate constructive doubt, the sense of worlds to conquer by enterprise and boldness of thought.

—*Bertrand Russell.*

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A NEW MOVE IN THE MINES

Of all the industries which have met adversity since the close of the World War, none has felt it more keenly or widely than the coal industry. During the last decade every civilized country, where mining plays an important part in the economic life of the nation, has been cursed by successive strikes and lockouts, and these have been costly to the extreme in both human and economic terms.

America has, by no means, been exempt from this blight, and in spite of a much talked of industrial prosperity throughout the nation, there have been sections of the country's coal fields where bitter want and dire distress have made themselves felt. Since 1927 the bituminous coal regions of the north and middle west have been literally dying, and the withering away of this important basic industry has received all too little thought on the part of the public and the state. In Indiana and Illinois distress has been acute, and were it not for the efforts of private agencies to alleviate it there is no knowing what might have been the result.

Recently, a feeling has crept abroad that to fight and struggle with each other has proven to be worse than useless, and coal operators and miners have made advances in the direction of launching schemes whereby the mines might be operated for mutual benefit and advantage.

Many operators have taken advantage of the ravages of want and distress to reopen their mines upon a non-union basis and to follow the practices which are common in this country's so-called "open shops." Others have made sincere and valiant efforts to work their mines upon a union basis, but these, in the main, have had to abandon such attempts as being not remunerative, and impracticable, and there are a small number of operators who have endeavored to reach agreement with their employes—dealing with them collectively—whereby rates of wages and conditions of labor be fixed upon a basis that would make the various enterprises run, at least, without incurring financial loss. There is also, aside from all these, a small group of coal opeartors who have sought a way out of the difficult economic situation by a plan of cooperation between themselves and the miners whom they employ, the ultimate goal of such plans being the ownership of the mines by those engaged in working them.

The idea of a working harmony between capital and labor in the coal industry is not a new one, but to employ cooperative methods of operation whilst looking forward to workers' ownership is quite novel to the industry.

In southern Indiana three or four plans are now in operation, the essential feature of each one being an attempt on the part of the operators and miners to work in harmony, with a view to ownership of the mines by the workers themselves. These mining properties are situated at Whitestown, Bicknell, and Dana—right in the heart of a one-time strong union territory—and each plan is operating successfully enough to enable the mines to work as regularly as the coal market will allow.

The plan of the Bicknell Coal Company is a fairly representative one, and seems to be the one upon which other plans have been modeled. This plan was first worked out by an intelligent mining engineer, a Mr. W. G. Harris, who has devoted a great deal of his time to thinking of the stabilization of the American coal industry, and who, at one time, presented an intelligent and scientific plan for bringing about that result to the officials of the United Mine Workers of America, and to the coal operators of the Central States.

Mr. Harris has been aware for many years of the discordance between employers and employes in the mining fields, and he has known, from personal

experience, of the costliness of continual bickering and strife. He has no prejudice against the unions and indeed thinks that one strong national organization of miners would do a great deal towards stabilizing the industry by fighting for and winning uniform conditions throughout the United States for all miners.

This man has succeeded in persuading the owners of the Bicknell Coal Co. and the miners working at the Bicknell mine to become parties to an agreement which provides for the payment of a living wage to miners, a reasonable working day of eight hours, and a fair return by way of profit to capital, whilst at the same time the agreement provides for the ultimate buying out of the stockholders by the miners through the medium of savings made in their earnings. The value of the property has been set at $91,000.00 and for that sum, paid in weekly installments the miners may purchase the entire property. One hundred and sixty-four men are employed in the mine, and each one owns five certificates of stock, each share representing $95.00, making a total for each man of $475.00, and making a total for all the men of $77,900.00, which allows for a leeway of a few thousand dollars for other new employes who may join the company. The miners are paying for this stock by a deduction of 15 per cent of their weekly earnings, and it is estimated that they will own the entire stock of the mine in fourteen or fifteen months, at which time, they will have not only actual, but also legal control of the company.

At present the entire mine is controlled and managed by a board of directors, nine in number, each one of whom is elected by the miners in their capacity as stockholders, and these directors are responsible to the stockholders for the entire management of the undertaking.

The mine itself is in excellent condition, being particularly well equipped, both on the surface and underground.

The seam worked is a six-foot one, having an excellent roof above it and an excellent bottom under it, which makes its working both easy and economical. The output for a week is between 12,000 and 15,000 tons, and the cost per ton is in the neighborhood of $1.40, which is extremely low. The venture in the direction of cooperation and workers' control is in this case in its infancy, and nothing much can be said of how it will work in the long run, but it can be said that the spirit to make the enterprise a going concern is very marked among both the miners themselves and those who are actually engaged in the management of the mine. As yet, the idea of social responsibility and democratic legislation are not felt very keenly, but as time goes on, there is no doubt that these matters will come to the fore.

The success of the Bicknell experiment is to be keenly hoped for and desired, for it seems that no industry needs the adoption of new principles and new practices to a greater extent than does the coal industry. It has floundered under the auspices of the acquisitive system for many years, and today it lies prostrate as a result. Bicknell and Dana may bring a new spirit into human relations within the industry and this may spread so that it will mean the salvation of one of the nation's most valuable assets—the coal industry.

—J. E.

WOMEN'S WAGES FALL

That the yearly earnings of women have decreased in the past five years, despite the small increase in men's earnings and all the prosperity talk, was shown by a report on wage trends submitted to the recent convention of the National Women's Trade Union League. Lack of trade union organization among women was shown to be the reason for disgraceful conditions and low wages still existing. While eight and a half million American women are gainfully employed, and nearly 4,000,000 of them are in industry, only about 250,000 have been enrolled in unions.

"The evils of the sweatshop, of starvation wages and unhealthful conditions among women workers are still present in American industry," said Elizabeth Christman in her report as secretary-treasurer. "Girls have been found putting ruffles on dolls' dresses at 3 cents for two dozen, making about 27 cents in four hours; women workers in the stockyards earn $9 a week; in the world's largest cigar factory a week's wages for girl workers range from $3.50 to $11, and women date packers work under unpardonable conditions for less than the meagerest living wage."

When Exit Is Expensive

A Scotsman in Brooklyn was missing for three days before the police department finally located him in a "Pay-as-You-Leave" street car.

EDITORIAL

In another column in this issue of the Cauldron we discuss a new tendency which is manifesting itself in the coal industry in this state. The article dealing with this subject takes a very optimistic view of the situation in those mines where a cooperative method of working has been introduced, and of the possible outcome of such an innovation.

In so far as we have been able to ascertain the facts of the case, the change in human relations which is manifesting itself in the coal fields has come about directly as a result of the failure of the old method of operation to "produce the goods." Economic systems are judged, like other institutions, by the test of, "do they work?", and it is quite certain that when they begin not to work effectively then change is inevitable.

For two years the coal industry of America—with the possible exception of the anthracite fields in Pennsylvania—has languished and it is an actual truth that mines whose location and natural conditions marked them as being excellent properties have been abandoned and closed forever. The displacement of men has been tremendous and with this displacement a thousand tragedies have been enacted. Like most of our other enterprises, coal mines have, up to now, been operated exclusively for the purpose of profit-making, and whilst profit was made fairly regularly for a number of years, it is a matter of impossibility to work thousands of mines today which will enable operators to avoid financial loss and mine-workers to obtain a living wage—in short, this means that the coal industry is rapidly failing to produce the goods, and slowly it is being borne in upon thinking men and women, both within and without the industry, that the failure and the bankruptcy of the mines is due to the anarchy and utter lack of regulation in production which is an essential feature of our entire capitalistic system. Cooperative methods of production, and, in particular, the aim at workers' ownership and control, are last resorts which the various factors in the mining industry are finding it expedient to employ in a situation that is truly desperate. Other methods have been of no avail to workers and to operators, and now they are getting together in an attempt at real cooperative management and democratic government.

We who have been in the business of cooperative production for many years will look with interest at this new development in the coal industry, and it is to be hoped that we shall also look upon it with sympathy. There may be times when, with our fairly comprehensive knowledge of cooperation, we might be tempted to criticise those who participate in these new ventures. We should hesitate to do so, for these new ventures are in their infancy and there will be many new and difficult situations which they will have to cope with if they are to be successful.

The experience that we have gained as the years have gone by should not be allowed to make us feel haughty or superior. On the contrary, we should recall the difficulties of our early days of pioneering and seek every opportunity to give advice and assistance to all those who for whatever reason follow in our paths.

We're All Here

Gloria, age—well, about the time they begin to talk—was tucked away by her mother in an upper berth in a Pullman while her parents occupied the lower directly beneath. She kept quiet for a while, but presently her small voice was heard, not farther than the limits of the entire car:

"Mother, are you there?"

"Yes, darling, I'm here."

"Is daddy there?"

"Yes, dear, he's here."

Silence for a few minutes, then:

"Mother, are you there?"

"Yes, dear, I'm here."

"Is daddy there, mother?"

"Yes, sweetheart, I'm here," encouraged the father. "Now, be a good little girl and go to sleep and God will look after you."

That had the effect of keeping things quiet for another short while, but presently:

"Mother, are you there?"

The man in the berth next to Gloria could stand it no longer.

"Your mother is here, your daddy is here, your uncles and aunts are here and everybody is here, and we are all safe," he said. "Now, keep quiet and go to sleep."

It was a few minutes before Gloria spoke again, then she asked:

"Mother, was that God?"

Safety Note—Headlights and lightheads meet at grade crossings.

RELIGION: OPIATE OR STIMULANT?

There are many conflicting views about religion, and every year sees the birth of hundreds of books discussing religion in general, and various aspects of religion in particular. Controversy rages around the subject, perhaps to a greater extent than around any other subject.

Among books published recently, which deal with religion, there are two which are very interesting and well worth reading. The first is, "Labor Speaks for Itself," compiled by Dr. Jerome Davis, editor of "Business and the Church," and other books; the other is, "God and You," written by N. E. Friend, and published by Revell & Company, of New York.

In reading these two books one comes across many interesting passages. In the first, one reads the following:

"The established church has always been on the side of the rich and powerful. . . . At one time or another they have asked God to bless nearly everything, from the slave-driver's lash to murderous wars. . . . Today, under capitalism, they teach the working class the doctrine of humility; tell them if they get a slap on one cheek to turn the other; and 'blessed are the poor'. They tell us to bear the cross and wear the crown, that we will get back in the next world what is stolen from us in this. In other words they try to chloroform us with stories of heaven, while the robbers plunder the world. For this support the ruling classes donate liberally to the church. The organized robbers and organized beggars support each other."

And in the second, one finds this paragraph:

"Religion points the way and directs one to the Over-Soul, to a higher development of human life, to a more evenly balanced life, to a more strict but more *willing* adherence to nature's laws; to supernatural laws; to God's laws. It leads to the development of more harmonious relationships; to more solicitous, sympathetic and helpful attitudes; and to a wholesome, but not deterring humility. . . . A simple but workable and active religion mellows one's feelings, clarifies one's thinking, refining, beautifying and making more acceptable and helpful one's contributions to others and to God."

Could divergence of opinion be greater than in the case of these two writers; the first, Mr. James P. Thompson, national organizer of the Industrial workers of the World; the second, Miss Friend?

A REVIEW

Labor and Automobiles, by Robert W. Dunn. International Publishers, 381 Fourth Ave., New York City. In board, $1.00.

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It is not generally known that workers in the Ford plants at Detroit are making over $500 less a year now than they did in 1920. So penetrating and overwhelming is the power of corporation propaganda that the illusion of a philanthropic Henry, paying "high wages," still resides in the minds of the average American, as well as the average European. It is, in fact, an international myth.

"Labor and Automobiles," the latest book of Robert W. Dunn, author of "The Americanization of Labor," "Company Unions" and co-author of "The Labor Spy," does much to correct the hazy notions about Ford, the great "benefactor" and "decent" employer. It also exposes the rank hypocrisy of the Morgan-Du-pont controlled General Motors, with its stock ownership and group insurance baits, and Mr. Raskob's phoney "investment company."

Complete Survey

Dunn's book opens with a brief description of the growth and importance of the auto industry and its place in American and world economic developments. After this come chapters on profits, bankers, mergers, conditions of workers, speed-up systems, hours of work, production and unemployment, wages, accidents and sickness, the tactics of employers' associations, labor's efforts to unite the workers, the story of outstanding auto strikes, and finally a chapter outlining a plan of action for organizing this modern mass production industry.

Discussing the consolidation of auto companies, Dunn shows how the bitter struggle between Ford, General Motors and Chrysler has resulted in these three giants producing about 75 per cent of all the cars in America, with the prospects of even more in the future. With the replacement market determined and the number of new car buyers falling off in this country, these companies have to find an outlet for their excessive plant capacity. This has led to a fierce fight to get control of foreign plants and to build up exports. All this has its international complications and is one of the contributing causes leading to international war.

Cuts Wages

This competition has already been reflected in lowering wages for workers along the "Belt" in Detroit, Pontiac, Flint and other motor cities. It has already meant a worsening of conditions and a more frantic drive along the conveyor lines. This speed-up, says Dunn, has been growing year by year. He gives the causes and cites typical examples of the way it is applied. He analyzes the methods of paying wages and the various "incentive" and individual and group bonus schemes devised to make the workers hit a faster pace at their jobs.

The author shows how Ford, in cutting the hours to 40 a week, actually took out of the pay envelopes of his 120,000 workers from $4 to $6 a week. He did not pay them the same wages they had received before the cut, although the publicity following the shift to the 40-hour week gave this impression.

Unstable Employment

Instability of employment among auto workers is also stressed by Dunn, who shows that few industries have manifested such violent ups and downs of employment. And the increase in "style" in motor car design is only adding to this irregularity of employment.

Wages are far below the "minimum health and decency budget" of the U. S. Bureau of Labor Statistics, the author reports, and he cites the actual wages of the motor workers in comparison with the cost of living in the motor centers.

That "Welfare"

One of the chapters also takes the lid off the General Motors "welfare" program and shows the motives behind it, and how it is used to dope the workers and tie them to the company. The stock ownership scheme, it points out, is confined to about 3,000 of the foremen, bosses and highly skilled workers, who buy a little preferred stock in the company. Dunn quotes General Motors personnel men who boasted to him of the cash value of the picnics they arranged for the workers to keep them "loyal" to the "General Motors Family." He contrasts the smooth company publicity on its personnel schemes with its ruthless policy in firing all those who whisper unionism in the plants, and the company control of the police of Flint and other towns where workers, attempting to sell labor papers, are run out of the city. He tells of the spy systems used by individual employers and associations of bosses.

The last chapter traces the history of unions to organize in the industry and draws the lessons from some recent strikes such as those at Oshawa, Canada, and Flint. The final chapter contains a lively program of action which indicates the lines along which organization of the workers may proceed.

Pictures and illustrations in the book show Ford and General Motors workers on the job. There is also a picture of some of the monthly shop papers issued by workers in certain motor plants in recent months. —J. W.

WOMEN COOPERATORS URGE DISARMAMENT

The housewives of many countries who are organized in the cooperative movement have always been one of the most active forces in combating war. Their attitude is shown in a recent resolution passed by the International Cooperative Women's Guild which expresses concern that in spite of the signing of the Kellogg pact by the nations, "armaments and warlike preparations are dangerously increasing and the governments of the world in general show no disposition to take any serious or effective steps towards disarmament." The Guild calls upon consumer and labor organizations, as the guardians of the rights and interests of the great masses of the people, to bring pressure to bear on their governments to secure disarmament.

Business Council Notes

Regular Meeting, June 7

Minutes of the previous meeting read and approved.

Following explanation was given in detail of our total overhead costs, excluding labor, for the previous ten months' period; also a comparison was made of material costs between tomato soup made from fresh tomatoes and tomato soup made from canned pulp. Dur-

ing the discussion, which followed, it was clearly shown that material costs per case are accurate but our overhead cost per case is averaged for all varieties and not distributed accurately over the several varieties which we pack.

Following this, a letter was read from Mr. Chesney and Mr. Shanley, industrial engineers who had been making a survey of our plant. In this letter they said that it would take approximately four months to install a system that would enable us to reduce our manufacturing costs, this work to be done while at the same time training one of our employes to continue with the system.

Following this, several testimonial letters of Mr. Chesney's were read. After a short general discussion it was decided to postpone action until our next meeting.

It was taken by consent that we have a special meeting Wednesday, June 12th.

After the chairman had asked for further business, Mr. Hapgood suggested that Council appoint a committee at our next meeting to study the problem of 1929-1930 budgets; using his estimate of 800,000 cases sales or 100% increase, as the base for budgeting our next fiscal year's expenses and sales costs. This work to be finished not later than August 15th, in order to line the salesmen out after the pack.

The Stock Purchasing Committee recommended that the Company buy from Gilbert Lovell preferred stock in the amount of $2,000.00.

Moved and seconded that we accept the Committee's recommendation. Motion carried.

Meeting adjourned.

Special Meeting, June 12, 1929

Minutes of the previous meeting read and approved.

The Chairman, Arlie Myers, first explained that the reason why the special meeting was called on Wednesday was for the purpose of discussing the problem of employing efficiency experts. He then proceeded to read a letter by Mr. Shanley bearing upon this subject and which explained the manner in which the work would be performed and the approximate length of time required. They estimated that it would take about four months to complete the work. After the letter had been read Council discussed its contents. There were four methods of procedure suggested which were as follows:

(1) One or two persons seemed to feel that if we proceeded with the work of unit cost which we have started, that in time we can get practically the same information as these technicans can get. In this connection it was pointed out that one of the men who attended our meeting of June 7th, remarked that we have gone further than any other industry with which he was familiar in figuring unit costs. On the basis of this statement some Council members felt that should we go ahead with this work it would not be necessary to employ the technicans.

(2) Another suggestion was that we send someone from the group to a school for a course in time study, and have him start such a system in our plant. This method, it was stated, would be less expensive than the plan under discussion.

(3) Many of the group seeemed hesitant about committing themselves for the entire period of four months at the price suggested of $5,000.00, preferring to start in a small way until we saw how the work was progressing. Two months was suggested as a starting point and it was explained that if, at the end of that time, we feel it worth while and necessary to continue for the other two months we could follow that plan.

(4) The fourth plan suggested was that we employ the technicans for the entire four months, but although a motion was made and seconded to that effect only two or three were in favor of the motion.

After discussion on each of the above plans it was evident that the third met with the greatest approval from the group, namely, to employ them for a shorter length of time than four months.

It was then taken as the consent of Council that providing Mr. Shanley agreed to our proposition of employing the efficiency expert for only two months to start with, instead of the entire four months, that we make arrangements to that end.

Arlie Myers next brought up the question of whether or not we, as a company, wanted to donate anything toward the fund to be raised for the purpose of sending industrial women to Summer School.

The first question to be asked was whether someone from our plant could attend Summer School and it was explained that if anyone wished to do so they could make application and submit it to the committee which is handling the problem of selecting applicants.

Due to the fact that this is a matter closely in accord with the principles which we practice in the Columbia Conserve Company it was generally agreed that we should make a donation to the fund. The following motion was made to this effect:

Moved and seconded that we donate $50.00 to the Workers' Education Movement Committee. Motion carried.

Meeting adjourned.

Regular Meeting, July 12, 1929

Minutes of the previous meeting were read, and the secretary was asked to change that part of the minutes which referred to the matter of Arlie Myers interviewing Mr. Shanley about employing an efficiency expert, the balance of the minutes being approved. Taken as consent of Council that the minutes be changed to read: That, providing, Mr. Stanley agreed to our proposition of employing the efficiency expert for only two months to start with instead of the entire four months that we make arrangements to that end in place of referring the matter back to Council as the minutes stated.

The Chairman next read a letter from Mr. Shanley confirming the proposal made by Mr. Hapgood when they talked together recently. It stated in the letter that someone should be chosen to work with the efficiency expert and receive instructions and information from him in order that the work might be carried on after he leaves the company.

A Group of Salesmen.

In the discussion the following were offered as qualities and requisites necessary or helpful to filling this position:

(a) A fair amount of mechanical ability and knowledge.

(b) A person familiar with all departments of the business.

(c) A liking or aptitude for mathematics because of the necessity of dealing constantly with figures.

(d) It was mentioned that a young man would perhaps be the more logical selection for this position but it was later pointed out that this characteristic was not essential as examples given showed that older men had filled such a position as well as younger men.

(e) It was particularly stressed that the assistant should have a great deal of initiative and ambition in order that he might receive the largest possible amount of instruction and education in this work and continue with it after the instructor had left our plant.

(f) This assistant should be broad-minded in order that he could deal with all problems without prejudice and from all points of view.

(g) Ability to explain matters to the group in such a manner as to make himself understood. It was pointed out that this work would necessitate at times explaining not only simple problems to the group but also very intricate and complicated matters, and if the person appointed possesses this quality the group will be better enlightened as to the progress which is being made in this new field of work.

(h) Someone in whom the group has confidence.

Five names were suggested for the position under discussion. They were Joe Watson, Leo Tearney, Kenneth Smith, Howard Herner and Kenneth Lucas. Keeping the above qualifications in mind the discussion gradually simmered down to Leo Tearney and Kenneth Lucas. Although several Council members were in favor of Leo Tearney a larger number favored Kenneth Lucas.

However, objection was raised to removing him from the Bookkeeping Department on the grounds that Mr. Herner has trained him to such a point that he is a very valuable man in his department, and that his removal would mean a great loss. After further discussion on the matter this objection was overruled by the following motion:

Moved and seconded that Kenneth Lucas be given the position of assistant to the efficiency expert. Motion carried.

In the discussion of this problem it was mentioned that should Kenneth Lucas be removed from his present department Leo Tearney, who has had considerable bookkeeping experience could be substituted in his place. It was then taken as consent of Council that Leo Tearney be transferred to the Bookkeeping Department from the Sales Department until

such a time as we know just how much of Kenneth's time will be required in his new work. Within the next two or three months if we find too much of it is necessary we can then decide whether Mr. Tearney will be transferred permanently to the Bookkeeping Department.

The chairman next read a letter of appreciation from the Committee for sending Industrial Women to Summer School, thanking us for our donation of $50.00 to the fund.

Next a report with reference to dental work was made. The report showed that the dentist had divided the group into four classes; those whose teeth were in good condition, those who needed some attention but were fairly well situated, those who were in need of immediate attention, and a fourth class of some twenty or more people whom he had not examined. Dr. Leer gave an estimate of the cost for treating each class. The first proposal with reference to cost of doing all dental work for the group was approximately $4,500.00. In consequence of a discussion between Dr. Leer and three members of the health committee, with Jack Evans present, a second proposal was submitted which was considerably lower than the first. This showed that Dr. Leer had estimated the amount of time necessary to handle dental work for the Columbia for the next year as seven or eight hundred hours and he proposed a fixed rate of $3.00 per hour plus the cost of all materials used.

The question was asked as to whether any one or more persons in the group thought that the company was unable to take care of dental work, in view of the figures submitted. It was taken as the consent of Council that no one thought so and it was agreed to unanimously that all salaried workers have their teeth attended to and placed in first class condition at the expense of the company.

Moved and seconded that we accept Dr. Leer's second proposal with reference to payment for dental work, namely, on the basis of $3.00 per hour in addition to the actual cost of materials used. Motion lost.

Several members of Council expressed the opinion that the prices asked by Dr. Leer were too high. It was then suggested that we propose to Dr. Leer that his charge of $3.00 per hour be modified in accordance with whatever his total income for a year might be, but that this modification should not go below $2.00 per hour. It was agreed upon to ask Dr. Leer to reconsider the last proposal he made to us and that it be pointed out to him that the group felt disinclined to give him an hourly rate of $3.00 per hour if that meant that his total income from all professional sources would exceed $5,200 a year, which is our maximum salary.

It was pointed out that in giving Dr. Leer or another such work as the Columbia Conserve Company now offers a dentist we are placing a large number of people into the hands of the profession that would otherwise not get there, and that fact must increase and benefit the general practice of such a person.

It was felt that dental rates and prices are generally higher than they ought to be, and that every precaution should be taken to make sure that our understanding about prices and rates with Dr. Leer or another be right before we entered into any final understanding in the matter. It was:

Moved and seconded that we accept Dr. Leer's proposal of $3.00 an hour plus the cost of materials used for all work performed in the chair and laboratory, but that we ask him, when once his annual income exceeds $5,200.00 a year, to return to us a sufficient amount as his income increases to make the charge against us $2.00 instead of $3.00 an hour. The figure of $5,200.00 represents our maximum annual salary. Motion carried.

Jack Evans next gave a report on group life insurance. He stated that he had interviewed a number of insurance agents and has finally gotten information on a company which he believes offers what we want, namely, the Sun Life Assurance Company of Canada. He explained that most insurance companies are alike in their method of procedure, and that we have been faced with difficulty in getting information until we knew exactly how many people and whom they were who wanted group life insurance. Jack therefore went on the assumption that the number of people in our employ in May was 110, ranging in age from 17 to 74. The average rate was 90½c per month for $1,000 worth of group life insurance.

The question then to come up was how much insurance a person can carry and whether each person should regulate the amount of insurance he wants. Jack explained that an older person would be apt to take out more insurance than a younger person. The figures made up so far show that most of our men want $2,000 worth of insurance while the women want $1,000 although a few of the older women—around fifty or sixty—want $2,000.

Before any insurance company will enter into a contract, Jack explained, at least 75% of the regular force must have expressed the desire for insurance.

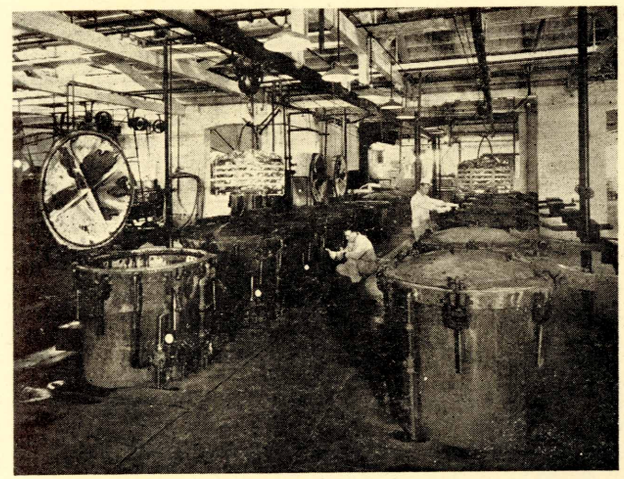
After some discussion on the problem of group life insurance it was decided to postpone this matter until our next Business Council Meeting.

Regular Meeting, July 26, 1929

The reading of the minutes of the previous meeting was postponed until a later meeting due to the fact that the stenographer's report of the annual meeting was not completed.

The chairman stated that the only business left on the agenda for discussion was the report presented at the meeting on July 19th, giving the results for the fiscal year, ending June 30th, 1929.

The first question to be asked was why our overhead for the year in question was so much higher. The treasurer replied to the effect that we have been doing a good deal of building this last year, and that there was some insurance figured in this year which was not taken into consideration last year. Last year while repair work should have been done we neglected to do it, and this work was taken care of, and we have done a good deal more repair work than we normally do. It was also pointed out in answer to the question of why our overhead was higher that the moving of the mechanical department affected this figure, and also the moving of Albert Hines' office.



The Process Room.

With reference to the amount of the fuel charge, it was mentioned that the figure for the year ending 1929 was lower than for 1928. It was explained that the reason for this difference was due to the fact that we were able to operate the plant all the time we had the steam up, whereas in previous years we have had to use coal but could not use the steam.

Mr. Herner next offered an explanation to Council as to why the entire balance of $59,358.36 was not used for the purpose of purchasing the outstanding common stock of the business. He explained that it is not good business practice to use all the surplus due to the fact that this cuts down our working capital by that much. He, therefore, thought it *wise that we retain* a balance of $19,051.41 in our surplus account.

Mr. Hapgood informed Council that Mr. Norman Hapgood had very generously offered to exchange one share of common stock for a share of preferred stock for each share of common stock which we buy from him at $150.00, namely, at the contract price. This will require practically all of the preferred stock now remaining in the treasury unsold. Mr. Hapgood suggested that instead of buying 15% of all the common stock of the company held by the common stockholders in accordance with the contract that we buy all the stock of the lesser common stockholders thus cleaning up the smaller amount of shares. The common stockholders might then take preferred stock in exchange for their stock, or if they prefer we could pay them cash.

A vote was taken on this suggestion among the common stockholders present at the meeting and all were in favor of acting on Mr. Hapgood's suggestion. The common stockholders were then asked to see Mr. Herner and make arrangements for the transferrance of their common stock.

The next question to come before Council was a discussion of our tomato pack. Billy Hines, Sr., reported that he had gone around to the different stations to check up on the tomato situation.

The question then to be presented to Council was as follows: "Do we feel

we should pack up to 300,000 cases of tomato soup before we start packing tomato pulp—that is giving tomato soup preference over pulp to the extent of 300,000 cases.

The leader of the kitchen was asked if he thought we could pack 300,000 cases of tomato soup if we have a fairly nomal season, to which he replied that he thought we could. The question was then asked of what he figured to be a maximum day's run, and he stated that with a night force and a day force, running eight lines, he figured on about 15,000 cases a day. This means that we will have to receive enough tomatoes to keep the machines running about twenty hours a day.

Should we decide to give soup preference over tomato pulp up to 300,000 cases this might mean that we would be forced to buy pulp later on for manufacturing non-tomato products.

The next two questions to be asked were: Have we enough storage space for this amount of soup, and will we be able to finance a pack of this size, and both questions were answered in the affirmative.

The reason offered for packing this additional 50,000 cases of tomato soup is because we believe the buyers have underbought, and that we don't feel this additional soup will leave us with much of a surplus on hand when the next pack comes along. It will be better to have tomatoes in the form of tomato soup than in the form of pulp because the carrying charges on soup are less than on pulp.

Taken as consent of Council that we pack this additional 50,000 cases of soup and give tomato soup preference over tomato pulp.

The chairman of Council next called on Miss Franz, who has just returned from a trip to Europe, to relate her experiences. She told of the various places visited in France and Italy, and everyone was very much interested in her talk. She will continue by telling about Switzerland and the other countries visited at our next meeting.

Meeting adjourned.

Optimist

Pat: "This is the foist time inny of these corporations hev done innything to binnefit the workingman."

Mike: "How is that, Pat?"

Pat: "It is this sivin-cent fare. I have been walkin' to and from me work and savin' tin cints, and now I kin save fourteen cints."

THE OPINION OF A STUDENT-WORKER

In this day when the labor problem of the world is becoming more and more acute, and it is evident that there must be a change in the industrial relations of the world, any experiment which attempts to improve the industrial situation, either by alleviation of unemployment, betterment of working conditions, better understanding between employer and employe, or any other method, is exceedingly worth while. One of the most interesting industrial experiments that is being carried on today is that of the Columbia Conserve Company, a canning factory in Indianapolis, Ind. It is an experiment in industrial democracy, in which the factory now operates under complete control by the workers and is working toward ultimate employe ownership.

In 1917 the owners of the factory decided to change the plant from an autocracy to a partial democracy and invited a considerable percentage of the workers to participate in the management. The idea was at first met with distrust and suspicion on the part of the workers, who heretofore had been acquainted only with purely capitalistic organizations and could not trust the sincerity of the management in its new proposal. Then, too, at this early stage of development, the only phase of management in which the workers were particularly interested or about which they had any understanding was that involving the question of wages and hours, consequently their discussions centered almost entirely around these two topics. As time went on, however, they came to have more and more faith in the sincerity of the owners in regard to the whole idea, and therefore took more interest in the project, and as their interest and consequent participation increased, they gradually became capable of dealing with problems other than the two which first occupied their attention. In 1922 a complete democracy was established, in which every worker had the right to become a member of "Council," as the governing body is called, and had the right of suffrage.

At the present time Council consists of two divisions, the "Business Council" and the "Human Relations Council." Every employe is a member of the former group where all matters of business management, including production, sales and financial problems are discussed and acted upon. The latter group deals with problems involving the relationship of the workers to their work and to each other. Any worker who has sufficient understanding of the ideals of the organization and the ability to contribute to the group discussions, and is willing to be frank and sincere in stating his opinions may become a member of this Council.

One of the fundamental principles upon which the organization at the Columbia is based as a result of the belief on the part of the management (by management is meant that group of workers who are interested in the project, who attend Council meetings and there carry on the actual management of the company) that stabilization of employment is one of the major responsibilities of modern industry. Although the canning industry is a highly seasonal one, handling its peak load during the tomato season from the latter part of August to the middle of October, this organization is attempting to so organize its work that as large a number of its workers as possible may be retained throughout the year rather than be laid off as soon as the "busy season" is over. Although they have not yet realized this goal as fully as they desire, each year finds some improvement in the application of this working principle. Each year an attempt is made to increase the salaried force and decrease the number of wage workers. Most employes are taken in as wage workers, which means that their status is only temporary and they are entitled to only a few of the social benefits derived by the majority of workers. As soon as the group as a whole feels that an individual on wages has become adapted to his work and is giving of his best to that work, and has exhibited some degree of interest in the ideals and proceedings of Council, in short has proven himself to be one whom they believe to be worth accepting as a permanent member of the group, his status is changed from that of a wage worker to that of a salaried worker. Salaried employes are permanent members of the organization, in that they can not be released except for bad conduct and by a majority vote of Council. There are a great many social benefits derived by salaried workers, and in return for these there are certain obligations of the workers toward the company. These benefits include guarantee to the worker of his week's pay during fifty-two weeks of the year, whether he be off from work on account of sickness, lack of work, or for any other reason. Vacations with pay, ranging from one to four weeks, depending on length of service, are granted. Every salaried worker has access to free medical service, including optical and dental service. In return for these and many other advantages the workers are expected at all times to give of their best to their work and to any undertaking of the organization, and are expected to work overtime without pay during the busy season, when the plant is run as much as twelve or fourteen hours a day and six or seven days a week.

Another of the policies of the Columbia's social program is their method of payment. Salaries are paid largely on a basis of needs, with some allowance for efficiency, rather than on a strict efficiency basis. The minimum wage for salaried employers is $22.00 per week, higher for married men, and still higher for those with children. It is interesting to note that under this method of payment some workers are receiving almost twice the salary that they would receive in similar jobs in capitalistic organizations doing the same type of business.

The significance of this industrial experiment is three-fold. First is its significance to the workers themselves—social benefits derived, and direct contact with the problems of business management. Second is its significance in proving to the industrial world that a concern in which so much attention is paid to the welfare of the people, where such a great proportion of the capital is used for increasing the health and happiness of the workers, can be a "going" concern financially; that improved health, both physically and mentally, means greatly increased income for the company. But most important is the significance of such an enterprise in the light of the world-wide labor movement. People the world over are wondering if labor is actually capable of handling its own affairs; whether, given the power to control their own business, the workers are capable of using that power wisely. Here this very thing is being tried out, and whether the Columbia fails or succeeds will be one more step—and a big one—in settling this question.

Whether the Columbia will fail or succeed can not yet be determined. The workers are still young in experience and are still under the influence of the same man—William P. Hapgood, president of the concern—who has put his entire heart and soul into the Columbia since the beginning of the experiment, in an effort to make it a success. His influence is a powerful one, and there is the question of what would happen to the organization if he were taken from it at the present time. There is a small, very small, group of workers who, through a process of education, direct

contact with Mr. Hapgood, and actual experience with the workings of the organization, have become familiar with the ideals and hopes held by Mr. Hapgood and the other owners of the company in turning the management over to the workers, and are coming more and more to believe in these principles. However, the group of intelligent, foresighted, thinking people is all too small and inexperienced, and perhaps could not yet form a firm enough basis for continuing the organization under its present regime without the support of the man who had the moral courage to launch a proposition so new and unexplored. The organization needs more education of the workers, and more experience as individuals and as a group to instill greater belief in the ideals and principles which have already been introduced by the leaders and are being continually expanded.

Ruth C. Hutchinson.

Members of the Columbia will be interested in Ruth Hutchinson's article. It has a refreshing frankness and ought to be particularly instructive to all of us who have the interest of the experiment at heart. Ruth's association with us and her frequent absences from the plant when she is away at college, befit her excellently for the expression of opinion concerning ourselves. It may be an added advantage that the article was prepared not for this magazine, but for an Antioch journal, "The Blaze," to the editors of which we offer our thanks for permission to reprint it here.

—Editor.

FIFTY MILLION COOPERATORS

More than fifty million members and a total business of more than ten billion dollars in 1927 are reported by the cooperative societies affiliated with the International Cooperative Alliance. Thirty-one million of these members belong to consumers cooperative societies in 33 countries, and more than eleven million to agricultural cooperatives.

Of the thirty-one million members of consumers cooperatives, 51.41 percent belong to societies in the Soviet Union; 17.94 percent are in Great Britain; 9.36 percent in Germany; 5.62 percent in France; 2.70 percent in Hungary; and less than 2 percent in each of 23 other countries. Great Britain is shown to lead in distribution of cooperative membership in relation to population, with a percentage of 12.5%.

H. R. C. NOTES

Regular Meeting, H. R. C., June 7

The meeting was called to order by Chairman Lucas at 9:00 P. M., following the regular Business Council meeting. Minutes of the previous meeting were read and approved.

The first order of business was a report from the Salary Recommendation Committee on the case of Chester Freeman, made by Arlie Myers, chairman. In accordance with the instructions from Council at its last meeting the committee had investigated the rumors circulating among the group on the moral character of Freeman. Nine persons had been interviewed in an attempt to discover the truth in fact about his conduct and attitude. The result indicated to the committee by this method was that the remarks were mere gossip and founded largely on prejudice. The recommendation of the committee was that Chester remain on salary. As to his rating —it was determined that Chester is not divorced but is separated from his wife. At this time he is not obliged in any way for her financial support. The committee recommendation that he remain at the minimum salary of $22.00 per week for the time being.

The Council agreed by consent to accept both recommendations without further discussion.

The next order of business was a letter of application for employment with us presented by Arlie Myers for the Salary Committee. This had been received from Daniel Donovan of Worcester, Mass. Mr. Donovan wished to secure employment with us because of his interest in our plan of government and his further interest in the general problems of labor. He stated his former experiences and qualifications and gave his age as 46 years with his health in excellent condition. His former activities had concerned themselves largely with the machinist's trade and later with union labor jobs such as business agent and organizer.

His present employment is as general agent for a union labor life insurance company. He is married and has three young children to support.

A lengthy discussion of this application was entered into. Objection was raised to our adding anyone to our salaried force about whom we knew very little, whos age was beyond 40 years and whose activities in the last dozen years would not make an adjustment to manual labor an easy one. Only one person knew anything about Mr. Donovan first hand. Mr. Hapgood stated that he had met him for a brief visit recently while passing through Worcester. His impression was that Mr. Donovan was physically strong and mentally active. With this information, together with the letter received, Council finally agreed to offer Mr. Donovan a job with us on salary, subject to the usual medical examination. His moving expenses for his family will be met by the company, in the customary manner. One objection was still opposed but a clear majority were in agreement on this case.

The next matter was a reconsideration of the terms of employment for W. Gilbert Nowell. We agreed at the last meeting to offer him a job on wages for about four months to begin during the late summer. Because Mr. Nowell is a young married man who has a wife and two children to support, and because he must travel here from Pittsburgh, Pa., while his family remains there; and since his interest in and reason for taking this job is to better prepare himself to preach and teach in his chosen field of the ministry after actual experiences in industry, it was recommended that we pay the traveling expenses incurred by him from Pittsburgh to Indianapolis and return. With little discussion this was agreed to by unanimous consent.

The meeting stood adjourned at 10:15 P. M.

Special Meeting, H. R. C., June 12

The H. R. C. Meeting immediately followed the Business Council Meeting and because it was growing close to 9:00 o'clock, the time set for adjournment of Special Council Meetings held during the week, Arlie Myers continued to chair the meeting in place of Ken Lucas.

The question to come up before this special meeting was: What action do we want to take in the case where our dentist, after having made examination of the patient's teeth, advises that immediate action be taken?

It was explainedl that so far Council has only authorized that the dentist make examinations of all salaried persons' teeth, and that after this work had been done to make a recommendation to Council.

After some discussion it was taken as consent of Council that we take no action except that specified by the H. R. C. It was suggested that should the dentist recommend that someone have immediate work done on his or her teeth that he or she have it done and bear the expense himself or herself and that after a recommendation is made we can then decide how we will proceed to act on such cases.

Meeting adjourned at 9:15 P. M.

SERVES HALF A CITY

More than one-half of all the families in Helsingfors, the capital of Finland, belong to the cooperative society, Elanto, according to an American consular report. The description of this society's operations shows how working men may profit by organizing as consumers, as well as by organizing as producers in trade unions. With every fifth person within the area of its field of operation a member of this society, it is able to supply nearly all their needs. It has a membership of 40,000 and a business turnover of nearly $6,000,000 a year.

The Elanto Society owns and operates 230 stores, carrying nearly every line of commodities, and its activities include restaurants and cafes, drapery, milk, groceries and butcher shops, drug stores and savings funds. It also owns and operates two farms, a mill, a large dairy, a sausage factory, a brewery for non-alcoholic beer, a mineral-water factory, a packing house and various other productive establishments. All this business has been built up by the Finnish cooperators within the last few years, for the society was only founded in 1905, commencing business with a bakery establishment and a membership of 19.

Specialization

An eminent physician was giving a lecture at the weekly meeting of a ladies' lecture club.

After his interesting talk, he stood at the door to meet the ladies and answer any questions which they might want to ask him.

One very well-meaning, little old lady —obviously an old maid—asked him how he got started on the road to success.

He responded that his first duties in the medical field were as a naval surgeon.

"My, my," she murmured, "isn't this a day of specialization?"—Vancouver Province.

WAGES AND PROSPERITY

As an outgrowth of the President's unemployment conference of 1921, a committee was appointed to deal with the subject of economic changes. This committee's report has recently been published by the government. It states that the economic character of the years from 1922 to 1929 is due less to fundamental change than to intensified activity. During these seven years man's strength and skill has been multiplied through machinery and the expert division and arrangement of work in mines and factories.

While the committee was struck by the outpouring of energy which joins 48 states together with a net-work of 20,000 miles of airways, and moves over our railroads and waterways more than a billion and a half tons of freight each year, it was also impressed by the fact that high wages make for prosperity.

"With rising wages and relatively stable prices we have become consumers of what we produce to an extent never before realized," says the report. "The factors in this situation appear in part to be accidental and in part the consequences of an advanced economic point of view.

"In the early postwar period much of the press and many employers demanded a 'liquidation' of labor. It was freely declared that business could not settle down until wages were brought back to pre-war levels. Labor had enjoyed a higher standard of living and naturally opposed wage cuts.

"This might have precipitated a period of serious strife had it not been that leaders of industrial thought, watching the trend of affairs, noted that the result of the continuance of high wages was that the dammed-up purchasing desires which had been held back during the war on account of the national economic program, burst forth, and not only the high wages which were being currently earned but accumulated savings as well were poured into the channels of commerce.

"They were quick to grasp the significance of the power of the consumer with money to spend to create an accelerated cycle of productivity.

"They began consciously to propound the principle of high wages and low costs as a policy of enlightened industrial practice. This principle has since attracted the attention of economists all over the world, and while it is in no sense new, its application on a broad scale is so novel as to impress the committee as being a fundamental development."

We may well dispute the implication in the report that wages are "high" in the United States, when out of the country's enormous annual income of $89,000,000,000 as much as 43 per cent goes to capital and only 10 per cent to salaries and 38 per cent to wages; when private charities have increased their expenditures 132 per cent; when 1 per cent of the people own 59 per cent of the country's $400,000,000,000 of wealth; and when the wages of nearly every group of workers fall below the "fair standard of living" budget which the government itself has prepared. These facts were recently brought out by Mrs. Daisy Lee Worcester, economics lecturer at the University of California, who declared that the "prosperity" boasted in the report of the Committee on Economic Changes is prosperity for only 24 per cent of the American people.

We may further quarrel with the report for what seems to us to be putting the cart before the horse. It was not that the country's industrial leaders began deliberately to propound and practice "the principle of high wages." On the contrary, it was only the strenuous resistance of organized labor after the war that prevented the employers from slashing wages too far; and it was only when they saw that they would be compelled to maintain wages at something like their old standard, that they started to make a virtue of necessity and to talk about their "enlightened industrial practice."

The report has the following to say about leisure: "It was during the period covered by the survey that the conception of leisure as 'consumable' began to be realized upon in business in a practical way and on a board scale. It began to be recognized, not only that leisure is 'consumable,' but that people can not 'consume' leisure without consuming goods and services, and that leisure which results from an increasing man-hour productivity helps to create new needs and new and broader markets."

However we may find fault with the slant given to much of the report, we must welcome the admission in it of the truth of what labor has long argued, that high wages and leisure time to spend some of our earnings for the pleasures of life will necessitate increased production and increased production means increased business.

TO OUR READERS

In the July issue of the Cauldron we published a verbatim report of our two Council meetings of May 10th. We have now ready for publication a verbatim report of our Annual Meeting held on July 19th, and this will appear in our next month's issue.

At our last Council meeting the question was raised as to whether it be advisable for us to have all Council meetings reported fully in the Cauldron, and thereby giving to our readers a complete and detailed account of all that transpires within this organization. The reply to that question can only be made if and when our readers tell us what they think of the proposal, using as the basis of their judgment the reports of our meetings of May 10th, which appeared in our last issue.

Our readers should write us stating whether they believe the full report to be sufficiently superior to the ordinary summaries, which have appeared each month up to July, so that we may judge whether we are justified in spending from seventy-five to a hundred dollars in stenographic and other expenses each week. We would greatly appreciate it if every reader wrote us, giving his or her views as fully as possible.

In view of the fact that we send out our house organ to all who ask for it, without any charge, we feel justified in exerting a little pressure upon our readers in this matter of having them express their opinions upon a matter of interest to them and to us.

Replies should be made to the Columbia Conserve Company, Box 554, Indianapolis, Indiana.

Editor.

At Last

Jim, the porter—"Boss, de ladies has finally giv' in, ain't they?"

Boss—"Give in? How?"

Jim—"Well, I just now seen a sign down the street that said: 'Ladies Ready-to-Wear Clothes.'"

In its first year of operation, ending October 31, 1928, the Kanabec County Cooperative Oil Association, Mora, Minn., made sales to the amount of $54,434, with gross earnings of $14,542. Expenses amounted to $8,329, and various items on both sides of the account brought the net earnings to $5,135.

Quite Necessary

A distinguished professor is so absent-minded that his family is always apprehensive for his welfare when he is away from them.

Not long ago, while making a journey by rail, the professor was unable to find his ticket when the conductor asked for it.

"Never mind, professor," said the conductor, who knew him well, "it will be all right even if you never find it."

"No it won't, my friend," contradicted the professor. "I've got to know where I'm going."

Why Court Adjourned

Two lawyers in court were engaged in a heated quarrel. Hotter and hotter it waxed. "You're the biggest ass in this room!" cried one.

"Order! Order!" called the judge, "you forgot that I am here!"

Slight Obstacle

Wife (who had caught her husband squandering a penny on a fortune-telling machine). "H'm! So you're to have a beautiful and charming wife, are you? Not while I'm alive, Horace—not while I'm alive."

About Time

"So, I ask you, how much longer are you going to put up with this bunkum," the candidate for congress cried.

And just then the chairman looked at his watch and said, "You've got just another five minutes."

Joys of Travel

"They say if there's anything in a man, travel will bring it out."

"You tell 'em! I found that out my first day at sea."

Ultimate Capacity

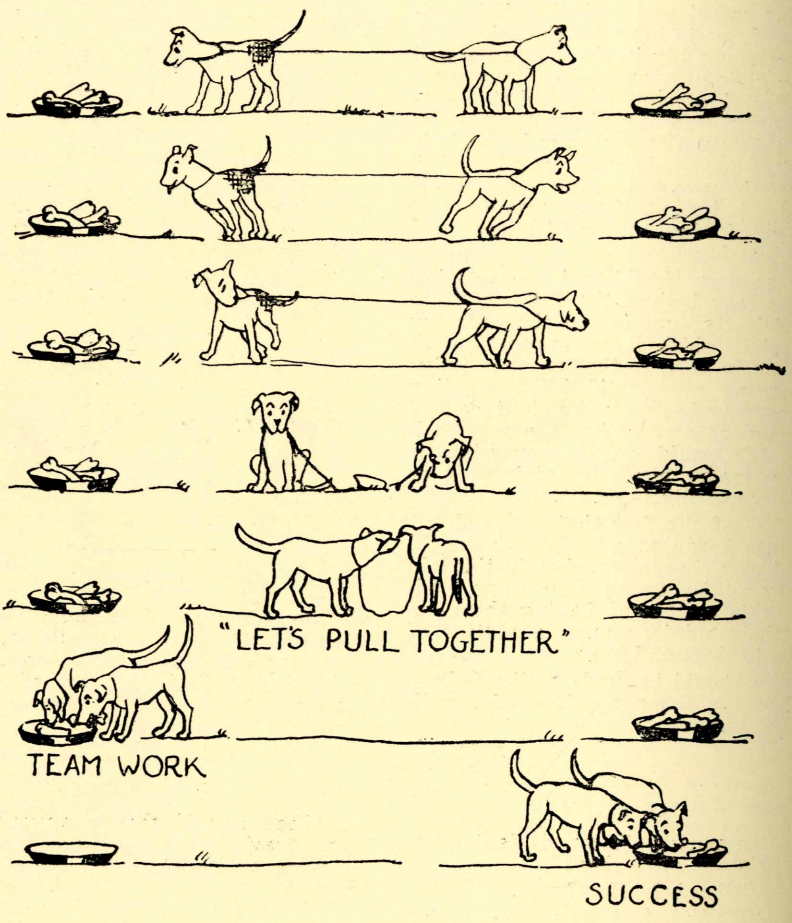
"Is your new auto a five-passenger car?"

"Yes, but we can get 11 in it if they know each other well enough."

He: "Are ye fond of moving pictures, Jennie?"

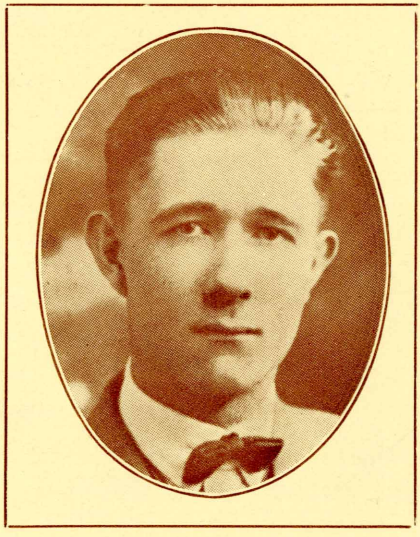
She (hopefully): "Aye, Sandy."

"Then maybe, lass, ye'll help me get half-a-dozen doon out o' the attic."


"LET'S PULL TOGETHER"
TEAM WORK
SUCCESS

INDIANA STATE LIBRARY

Vol. 3 **SEPTEMBER, 1929** **No. 8**



MR. DAVIS MILNER
Cook, in Kitchen Of
The Columbia Conserve Company

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INDIANAPOLIS

These are the gifts I ask
Of thee, Spirit serene;
Strength for the daily task,
Courage to face the road,
Good cheer to help me bear the traveler's load,
And, for the hours of rest that come between,
An inward joy of all things heard and seen.

These are the sins I fain
Would have thee take away:
Malice and cold disdain,
Hot anger, sullen hate,
Scorn of the lowly, envy of the great,
And discontent that casts a shadow gray
On all the brightness of the common day.

—*Henry Van Dyke.*

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

THE IDEALS OF A NEWSPAPER

Some time ago, the Columbia Conserve Company was asked to make a contribution for the support of a labor paper, called "The Union." Apparently, this paper is published with a view to having it circulate throughout the entire nation, but a great deal of the contents of the paper is local in character, and it would suggest that, whilst it originates from some central point, and has some news and views of national significance, it is shipped to various states with much blank space which is filled in by local editors and printers.

Members of the Columbia will recall that we had a somewhat heated discussion about the wisdom of making a contribution to the paper; some of us maintained that we ought to assist a labor journal, irrespective of its contents; others took the opposite view that the paper was too reactionary to merit getting any support from us. Finally, it was left by Council as an undecided issue, and an invitation was extended to any representative of the paper to come and talk to us about the merits and demerits of the journal. In spite of a promise, on the part of the local officials of the Central Labor Union and those who support the paper, to send a representative to see us, we have not, up to the present time, met such a person, and it may be wise to conclude that the matter is now dropped in so far as the people who made the request for a donation are concerned.

As if in reply to our question in Council, of what "The Union" stands for, there appears, in the issue of this paper for August 9th, a statement which sets forth, in very explicit language, the ideas and ideals of "The Union," and it is fairly certain that very many of our readers will be interested in knowing what these are. Here is an exact copy of the seven paragraphs which purport to tell us all about the paper and what its sponsors believe in.

"What the Union Stands For"

1. "It is the right of Labor to organize for the purpose of strengthening its position as regards the principles of Collective Bargaining.

2. Believing that the "Laborer is Worthy of His Hire," the standard of wages in America should be maintained at such a point that the working man and woman can live according to, and in keeping with, American ideals and requirements.

3. As the relationship between Capital and Labor is mutual, neither can live and function without the other; such being the case, the rights of each are equal, at all times and under all circumstances.

4. Radicalism of all kinds and in all forms is destructive of the principles upon which Union Labor rests. The Union, therefore, stands four-square against Radicalism, in whatever form it may manifest itself. No adjustment of differences between the Employer and the Employe can be effected where Radicalism has been permitted to inject itself.

5. Disputes between Employers and Employes should in all cases be submitted to arbitration, at least in the way of preliminary adjustment, and when possible, the results of such arbitration should be properly ratified and both sides bound by any agreement that may ensue therefrom.

6. The policies followed by the American Federation of Labor are believed to be sound, and conservative, and for the best interests of Organized Labor as a whole. The American workingman and woman, if true to the principles of their respective organizations, as interpreted

by the officers of the American Federation of Labor, cannot go wrong.

7. The Union has devoted its entire career to the maintenance of the principles upon which Organized Labor has progressed, until it has reached the high point of strength and solidarity, undreamed of in the beginning. And it still stands for these principles, clearly enunciated in the declaration, as expressed above."

It is a pertinent question, put to all readers of the Cauldron, and particularly to members of the Columbia Conserve Company, to ask them what they think of these ideas, and how compatible they are with the ideas and ideals which we ourselves hold. It will interest those of us who have charge of publishing the Cauldron to have as many readers, and certainly as many employes of the company as possible, express an opinion about the relationship that should exist between ourselves and those who publish this newspaper.

—Editor.

THE BANANA

(As the Japanese schoolboy would have described it.)

The banana are a remarkable fruit. He are constructed in same architectural style as hon. sausage. Difference being, skin of sausage are habitually consumed, while it are not adviceable to eat rapping of banana.

Perhaps are also intrissting the following differences between the two ojpacts:

Banana are first green in culler, then gradual turn yallowish. Sausage start out with indeffinit culler (resamble terrier cotta) and retain same hue indeffinitely.

Sausage depend for creation, etc., upon human being or stuffing machine, while banana are prristine product of hon. mother nature.

Both articles resamble the other in that neither have pit or colonel of any kind.

In case of sausage, both conclusions are attached to other sausages; hon. banana, on opposite hand, are joined on one end to stain; other termination are intirely loose.

And finally, banana are strictly member of vagitable kingdom, while affiliation of sausage often are undecided.

EDITORIAL

We are again discussing the subject of time and motion study in particular, and of efficiency in general. It has been several months since this subject was first discussed in Council, and in the meantime many of us, through one means or another, have learned a good deal as to what the subject really means. This time our discussion takes place under the wings of two expert engineers who are already on the job and the whole matter seems more concrete in character to all of us than heretofore. Recently we have heard several comments made, which would suggest that the installation of an efficiency system is a backward step in so far as the ideas and ideals of the Columbia are concerned. Evidently we do not think so, and it is for us to state why that is so.

The Columbia Conserve Company does many things that no other business enterprise thinks of, much less performs, and to many people the belief seems to have come that our guide in conduct should be the negative one of just not doing what other business concerns do. Such a rule is quite absurd, and would, if followed, lead us into rapid destruction. The Columbia Conserve Company can never afford to forget that it exists within the framework of an intensively competitive and very ruthless business system, and within this system success means eternal vigilance and alertness. We have prospered thus far partly because of good fortunte and partly because we have been moderately good performers in the matter of production and distribution of goods. Now the time has come when we have to face up squarely to the task of measuring our capacity as a group and of seeking to maintain it and to improve upon it as time goes on.

Our efficiency as a group is not something distinct from our efficiency as separate units and individuals, and if we want to become effective as a group, then we must perforce become effective to the very least man and woman as individuals. There is behind the criticism of efficiency a false assumption. It is the belief that efficiency can only be gained by speeding up the work for men and women in the actual field of production and thus draining their energy to the very last drop. The only justification for this view is the fact that, in many places, the installation of efficiency systems has resulted in doing that much to the detriment of the workers engaged in that particular industry. With us the aim is quite different. Our purpose is not to speed up, except where it is genuinely necessary and compatible with the continued well-being of the individual or group whose speed is thus increased. The main purpose we have, in the matter of installing this efficiency plan, is to so arrange the various operations in the plant and so instruct the operators that, with the expenditure of the minimum amount of energy, the very maximum good results are obtained.

Before all this is done, it is necessary to measure the work now done and also the capacity for doing work which individuals and groups of individuals have. In many directions such measurements will involve the taking in of considerable slack that exists within our organization —and most other organizations—at the present time, which is, of course, a dead waste of valuable energy. To become more and more efficient is an imperative duty of the Columbia organization, because we live in a world where efficiency is always being increased, both by new inventions and by the most economical use of labor; and whilst we might be tempted to tarry in the matter of improving our efficiency, it will be found that, if we succumb in this matter, we shall find ourselves left well behind in the matter of being able to produce goods at moderate prices and high quality, with the result that we will pass out of business almost without warning to ourselves.

The Columbia always stands in danger of being retarded in the accomplishment of good results, by the vigorous expression of much pious sentiment, and it behooves each individual member to be ever aware of this fact, and to steel his heart against the influence of such sentiment, and, above all other things, to be realistic and practical. The line to be drawn between benevolence and kindliness on the one side and unsympathetic sternness and severity on the other side, is difficult to draw, but unless we draw it and draw it accurately, we are likely on the one hand to lose our idealism, and on the other to be wiped out by more successful and efficient competitors.

Thus far the sentiment that has weighed with us in the matter of forming major policies has never been sloppy or unreal, but we know from experience that some of our members are likely to be greatly urged by too little regard for the exigencies of a business situation, which must be met in a business-like way. It is our hope that everyone will cooperate to make the installation of an efficiency system throughout the plant possible in the very shortest time, and that as a result we shall fortify ourselves still further in the matter of making headway towards greater and fuller financial success, with which we can assure ourselves of some of the great goals towards which we continually work and strive.

ECONOMICS AND IDEALISM

Much can be said for what might be called hard-boiled idealism.

A hard-boiled idealist is one who looks at the ugly facts and still thinks there is hope. The emotional idealist believes the world can be improved by wishing.

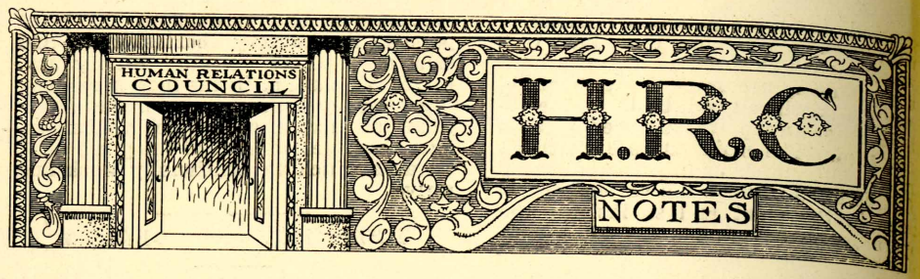
Hard-boiled idealism is common in business, because a measure of idealism is essential for progress.

The business man, face to face with human nature and payrolls, knows that money does not grow on trees, and that wheat cannot be raised without sweat. He is upset when he observes the bitterness of the poverty of the city slum, but he realizes that, bad as this human misery may be, it might be worse.

He knows that man can make economic progress only by mastering nature. By causing wheat to grow where none grew before, more mouths can be fed. By improving machinery so that one man can do the work of two, production can be increased that there will be more for all. By installing traffic signals, policemen can be released for other duties. In such prosaic ways is definite progress made.

The soft-boiled idealist looks at an undernourished child and weeps. The hard-boiled idealist votes a million dollars of his corporation's funds to continue a research laboratory, hoping that discoveries will be made which will add to the nation's income. He knows that tears are futile when bread is needed. More bread, more goods, can be obtained only when each worker can produce more.

The economic progress made in the last two decades in this country is an accomplishment unequalled in all history, and the credit belongs to hard-boiled idealists who have functioned chiefly in business. While the tender-hearted wrung their hands, the brave applied themselves to the task at hand. By the intelligent direction of their own and other men's energies they created an abundance of good things and made possible a more liberal division than was ever before known.



The Human Relations Council convened following the Annual Meeting, Mr. Ken Lucas presiding.

KEN LUCAS: The meeting will come to order. In explanation of why directors were not voted upon and elected at this meeting, it is owing to the fact that the regular letter informing the stockholders of our Annual Meeting being held tonight, which should have been sent ten days prior to the meeting, was not sent out. Another thing is that Mr. Norman Hapgood, the largest common stockholder, is not present. There is of course no reason why the same Board of Directors cannot continue to officiate for the following fiscal period.

Another thing is that the ten per cent bonus will be paid in the form of preferred stock, as ruled by the Council a year ago. That will be done within the next thirty days.

Miss Nord Holt will review the minutes of the last Council meeting.

DOROTHY NORD HOLT: There was not much discussed last week. The meeting was called to order at nine-forty last Friday night. There were ten members present, and nineteen men and one woman observer.

The meeting was called to order by Chairman Lucas at nine-forty P. M. following the regular Business Council meeting. Minutes of a special meeting were read and approved. Explanation of the action taken at that meeting in regard to the case of Carl Wood was offered to Council, since many of the members were away on vacation at that time.

The first order of business to be presented to the meeting was a request from Arlie Myers, head of the mechanical department, that we consider a former employe, Harry Donnelson, for a salaried position with us. Arlie explained that he was in need of a good mechanic and that Mr. Donnelson was the type of person who could give him valuable assistance. Some six years ago Arlie had worked with Donnelson in our mechanical department and was familiar with the technical qualifications he possessed, as well as with certain temperamental disqualifications he seemed to have at that time. Weighing all things carefully and considering the fact that Donnelson wished very much to become a member of our organization again after a five-year absence, it was agreed that we offer him a position in the mechanical department, on salary, subject to the usual medical examination, and effective as soon after July 19th as it is possible for him to arrange to come.

The next matter for discussion was that of group life insurance, and a scheme was presented under which the company would pay fifty per cent of the charges and the salaried workers the other fifty per cent; the former arrangement was on the basis of twenty-five per cent and seventy-five per cent. Limits as to the amount was discussed and it was thought we should attempt to get as wide a range as possible, with probably a $1,000 to $2,000 spread. It was left to Jack and Howard to choose the company we would do business with.

It was voted to hold the Annual Meeting tonight instead of Saturday.

KEN LUCAS: The first order of business tonight will be, Shall we make a contribution as an expression of goodwill to the Central Labor Union of Indianapolis, for Labor Day, 1929?

I will call on Mr. Evans and Powers Hapgood to explain what this contribution will be used for and what the Central Labor Union of Indianapolis is and what it does.

JACK EVANS: I had a request yesterday for a contribution from this company to the Central Labor Union of Indianapolis, and I understood then that the contribution was for some purpose in connection with Labor Day. I found out today that the contribution was asked for in order to support a paper founded forty years ago, entitled "The Union." It circulates throughout Indiana and probably outside. We get copies here every week but for what reason I know not. I do not know who asked for it. It comes to the company and is usually deposited on my desk and I read most of it usually. The Central Labor Union, as you know, is the central organization representing organized labor throughout the city. It has its headquarters in the Merchants Bank Bldg. of this city. I asked some questions of the man who called on me today, Mr. Miller, as to why he made the request for a contribution from us, and his reply was that the organization makes a request of this character of all leading manufacturers within this area every year. It has met with a very generous response on the part of employers in general from time to time, and he cited two instances where gifts of $250.00 each had been made, one being the United States Steel Corporation and the other an employer of several hundred people in Kokomo. He also gave the names of some Indianapolis people, but I did not get all on the list he gave me. He said he asked us for a contribution so that we might show good-will toward organized labor in general.

I asked him further what was the chief purpose of this paper that he sought to have us support, and he said it was to combat Bolshevism, radicalism and communism. He thought these menaces were particularly dangerous, that employers were well aware of it, and that "The Union" was doing more than any other organ to keep that kind of menace at bay. I accepted that statement as being quite truthful and honest and went on to ask him why he made a request of people who were not employing organized labor and whose members were not members of trade unions to contribute to such a paper, and he said they had as much to gain from the overcoming of Bolshevism as anyone else. I asked him further if his paper sought to organize people who were not organized, and he assured me with great fervor that it did not.

It remains for Council to decide whether or not we make a contribution to the Central Labor Union for the maintenance of this paper, and to instruct me to tell Mr. Miller why we make the contribution if we make it, and why we do not, if we do not. Those are all the facts I have at my disposal and I give them to you as I have received them.

KEN LUCAS: Powers might be able to add to what Jack has already said. I have one question for Powers to answer during his talk. Is Lewis connected with the Central Labor Union?

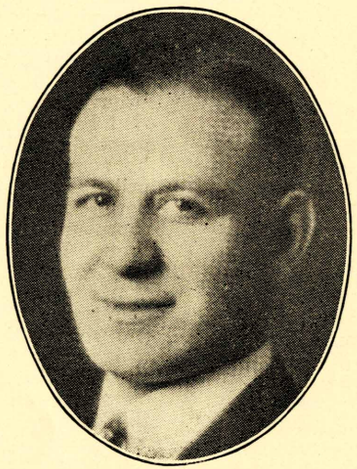
POWERS HAPGOOD: Is this paper, The Union, the official organ of the Central Labor Union?

JACK EVANS: Yes.

POWERS HAPGOOD: The description that Jack has given of his talk with the representative of the Central Labor Union is certainly very interesting and I think it typical of our American labor movement. Unfortunately, they seem to be more interested in combatting any kind of radicalism than they are in organizing the workers into labor unions. However, that is our official labor movement such as it is, reactionary as it is.

The American Federation of Labor, of which the Central Labor Union is a part, is representative of the thinking rank and file of both organizations or any organized labor in this country. Ever since I have been in the trade union movement I have opposed the conservatism, the bureaucracy of organized labor. I have always been with the minority that believes that the trade union movement should be more progressive, should be something leading to a new social order, and for that reason I have opposed inside the unions the officers of those unions, but I have to admit, even though I have opposed these officers, that they are certainly no more conservative than the rank and file of workers in this country. If the workers were more progressive their leaders would be more progressive, and they would realize that they could not exist in office unless they were more nearly representative of the thinking rank and file. For that reason, and in spite of the fact that many of the things that the officials of organized labor do are absolutely contrary to some of my fundamental beliefs, I still believe in supporting the bona fide trade union movement of this country. I think, however, in supporting that movement that everybody who does support it is entitled to express his opinions as to how the trade union movement should function. Of course, I am not one of the workers here; I have no right to say what should be done, but I do hope to see the time when all the workers here will be part of the American Federation of Labor, or whatever organization is representative of the thinking and feeling rank and file of the workers in this country. If some other organization would be more representative of the thinking workers of this country than the American Federation of Labor, I think that would be the best organization to belong to, but until that time comes I do think that the American Federation of Labor is worthy of the support of the workers of this country. So in spite of the fact that this Central La-

bor Union and its official organ is attacking redicalism and Bolshevism, it still does certain fundamental work that has to be done. While its representative assured Jack that under no circumstances would they try to organize us, I do not think that gives a true picture of the entire Central Labor Union of Indianapolis. It may be the feeling of one man or a number of men who, in the words of the radicals, would be called labor fakirs. In other words, he is not truly representing the interests of the workers. I know there are thousands of painters and bricklayers and various other trade unionists in this city who are affiliated with the Central Labor Union who do not feel as that man does, and who would like to see the workers brought into the trade union. I think they should be supported. So I would personally like to see this group show the Central Labor Union that they support the principles of organized labor, but express to them that they consider the attitude of anti-union employers, as leading directly to the open shop for which this city is famous, and as being absolutely contrary to the interests of organized labor. In other words, that they make a small donation to show that they sympathize with organized labor, but together with that donation expressing their opinion about the man who does not want to organize, and express their opinion of those who oppose that kind of progressive movement. In doing that I think you will be doing the workers of this city a great service.



MR. WILLIAM KALSCHEUR,
Cook in Kitchen

Lewis, who is president of the United Mine Workers, I do not believe is a delegate to the Central Labor Union. The Central Labor Union, as many of you know, is composed of representatives of the various local unions in any particular town. Each local union is entitled to elect one or more representatives to sit as delegates in the meetings of the Central Labor Union, depending on the membership of the local union. The United Mine Workers have their headquarters in Indianapolis, but they have no local union here, so for that reason I do not believe that Lewis is a delegate to the Central Labor Union. In fact, I am sure he is not.

KEN LUCAS: Are there any questions?

DOROTHY NORD HOLT: In what way is the contribution to be used?

JACK EVANS: As far as I was able to discover the contribution is rather more of an expression of good-will to organized labor than anything else, but the use to which the money is put is the publication of this paper, "The Union," which is apparently sent free to the various institutions.

WILLIAM HINES: What about the paper—is it any good?

JACK EVANS: Perhaps I am not qualified to pass judgment on it, but I can express my opinion. Of all the papers that come to this office I think "The Union" is the most reactionary and socially unhealthy by far. I know of no great public issue that has been discussed in the columns of "The Union" in which the paper took a liberal, enlightened, progressive stand. On the contrary, the paper goes out of its way at almost all times to stand for the most conservative forces in the country. There are exceptions. In a conflict between a big corporation and the trade unions it does speak in rather scathing terms of the corporation, but generally speaking it is reactionary. I cannot possibly imagine that if the Columbia Conserve Company were written up by this paper that it would get anything like a decent and understanding write-up.

As far as the paper is concerned, it is of very little value to me and I do not think it would be of great value to anyone in the organization.

The point at issue, however, is not so much the paper and what it is worth; but it is whether we as a group of cooperative workers wish to show good-will towards organized labor one way or another under present day circumstances. I do not agree with what Powers has said, but I hesitate to enter into a controversy because I know so much less about the matter than he does, and on

that account I do not want to be presumptuous enough to fight with him about it.

WILLIAM P. HAPGOOD: I quite agree with Jack that this paper is the most reactionary and benighted paper I have ever seen. I cannot agree that the main reason for a contribution from us, as given by the person with whom he talked, is a gesture of good-will towards trade unions in general. Perhaps I ought not to say that because I did not hear the conversation, but with my knowledge of the paper and the manner in which it is written, I can not help but feel that the main reason for asking for our contribution is to support the paper. The paper, it seems to me, does not deserve our support.

Personally, I do not agree with Powers that we should support the trade union movement as a movement, irrespective of what it stands for. If a trade union is reactionary then I am opposed to it and will not support it. I think the trade union movement as exemplified by this paper is as bad as the employers' movement as represented by the National Employers' Association. I have been in correspondence with them —they solicited our membership—and I have been trying to find out why they should invite us into an association which in my judgment disbelieves and would fight everything we are doing here. I feel the same way about this paper and its attitude. It would be opposed to what we are doing. If they want our support it should be on the basis that they understand what we are doing, and that we should have some interest and share in what they are doing. What they desire from us is assistance in an effort to get power to suppress opinions they do not like. It would be just as reprehensible for us to support the National Manufacturers' Association. Doubtless some of these local trade unions stand for some things that are helpful, but if what this paper does is inimical to progress I shall oppose it. Therefore I oppose as strongly as I can any contribution to this particular paper. It is as reprehensible a paper as comes across my desk.

ERIC DANYSG: Would it be possible not to help support the paper, but to give help to the union in case of need?

WILLIAM P. HAPGOOD: We have done that—we have helped the coal miners. I would be in favor of helping in other ways any trade union that seems to be progressive, but I do not class all trade unions alike. I say that certain trade unions, and this is a particular case, are inimical to progressive work, and if they are inimical to progressive work I will not advocate their support. If we were asked to support a progressive union like the Amalgamated Clothing Workers I should favor doing so.

POWERS HAPGOOD: I do not want to say anything about this question of a donation to this particular paper, but the discussion has entered into a general discussion of trade unions and a number of things have just been said that I do want to speak about.

The Amalgamated Clothing Workers' has just been mentioned as being a progressive organization. I would like to say that this progressive organization, and I believe it is the most progressive labor organization in the country, has a standing application before the American Federation of Labor for membership in that organization, in spite of the fact that the Amalgamated Clothing Workers themselves do not believe in the general policies of the American Federation of Labor. The question is why does the Amalgamated consider it their duty to become a member of the American Federation of Labor if they can be admitted? I think I can understand why the Amalgamated, even though they consider the Federation reactionary and capitalistic, wants to become a member, and I think you will understand why they believe their workers should support the interests of the trade union movement. As I said before, the reason our American labor movement today is reactionary is because of the fact that the progressive workers for the most part do not go into the existing Federation as a whole; they split off into various groups, they join the I. W. W.'s, or the various communist unions and other independent organizations because they are not in sympathy with the reactionism of the American Federation of Labor. For that reason you find the good element, the progressive element, splitting off into little sects, you might call them, the same as little religious sects have been springing up in various sections of the country, and having as little influence upon the thinking rank and file of the workers as do the little religious sects on the thinking people of our country. So the Amalgamated Clothing Workers, which represents the best and most progressive thinking, has been trying for years and is still trying and is still willing at any time it can be admitted to take its place inside the American Federation of Labor, support the

Federation by paying its dues, even though it does not agree with much of the political philosophy of the American Federation of Labor. That is the way I feel. As some of you know, I have been expelled from the miners' convention in this city and have carried on a war with the officials of the United Mine Workers because I consider them to be reactionary; but I still believe in supporting that organization, and not supporting these little organizations because I do not think they have any influence upon our thinking. If you want to have any influence upon the thinking workers you have to go to those workers who disagree with you, not the few who have formed little clubs and who agree with anything you say. We must be inside the organization that controls the American thinking masses.

I have heard it said that these cooperative organizations are in sympathy with trade unions. This particular cooperative group is not particularly sympathetic with it because it is reactionary, but the various supporters of organized labor, some of them very sincere, make their membership believe that these cooperative organizations are hostile to trade unionism, not because it is reactionary, but because it is too progressive. They say they do not want to pay high wages. Of course that is untrue as far as this organization is concerned, but as far as certain coal companies are concerned it is true. They are paying under the scale of wages enjoyed by union men. A great many so-called cooperative organizations have done the same thing, so there has grown up in the minds of many sincere people the idea that the cooperative movement does not seek to advance the interests of the workers, but seeks to put them back and is in league with the capitalists to undercut the workers instead of benefiting them. I would like to see the cooperative movements doing the same thing that the Amalgamated Clothing is doing, by placing themselves definitely in favor of any movement which at least has for its major objective the betterment of the condition of all workers. I do not believe you people would object to the American Federation of Labor, even though it is against socialism and progressivism and is not trying to help cooperative workers. Look what they have done in the south this year, in North Carolina and South Carolina, what changes they have made in the condition of the lowest paid workers in this country and have perhaps stemmed the tide of capitalistic progress in that field. That is what they do all over, even though as far as their political philosophy is concerned they are reactionary and unfair. That is why I believe the cooperative workers should be a part of this general movement and not take their influence away, but speak with the managers and the unfair capitalists and persuade them that the cooperative movement is a good one, and also that the workers wherever they have a chance play their part in this movement just as the Amalgamated Clothing Workers' Union is trying to do.

WILLIAM P. HAPGOOD: We are not in the same position as the Amalgamated Clothing Workers. It is not a question of our being invited to join the trade union movement and enter into its discussion and criticise its policies. The Amalgamated Clothing Union wants to become a part of the American Federation so it can have influence in the discussions. All that is asked of us is a subscription. What influence could we bring on the Central Labor Union or the American Federation of Labor by a subscription to this paper? I repeat that we should have no opportunity to discuss their policies as would be the case of the Amalgamated Clothing Workers. The two cases are entirely different. When the time comes that we are invited to some kind of membership in the trade union movement by virtue of which we could sit in their meetings and discuss their policies, then I think not even Powers would be quicker to accept that invitation than I.

To the other point, that we should devote time to telling the trade unions what we are doing, I reply that we will do that as soon as we are asked. But it is not our function to go to them. But even if we are asked to go before trade unions and tell them our policies, that does not mean that we are invited to membership. But this is an entirely different subject. We are asked for a subscription, a small subscription, by means of which we bring no influence whatever either upon the Central Labor Union or the American Federation of Labor. We cannot buy influence by a subscription of $25.00 or $50.00 to a trade union paper. If Powers can show that we can get influence by giving money to this paper I shall feel differently. I see no such opportunity. The trade union movement so far as I know is in the main inimical to our work here, almost as inimical as the reactionary employers, but I do not give that as a reason for not subscribing to this paper. I wish to reinforce my point that I see no influence this subscription would give us with the trade union movement.

Through all my discussion I have used "trade union movement." Powers uses "labor movement" as almost synonymous with the trade union movement. I do not agree with that because it excludes us from the labor movement. We are as much a part of the labor movement as any other organization. I insist that we are as deeply in the labor movement as any trade union in the country, and I object to any phraseology that shuts us out of the labor movement. We have a labor movement of our own that is altogether more far-reaching than any labor movement that is labeled trade unionism.

DORTHY NORD HOLT: While we are on this subject, and leaving out the other questions, I would like to ask

MRS. E. NUTTER,
Forelady Laundry

Powers if the American Federation would accept the Columbia Conserve Company if we made application for a Federal charter, considering that we are joint manufacturers and workers?

POWERS HAPGOOD: I am sure they would.

DOROTHY NORD HOLT: They objected once.

POWERS HAPGOOD: I saw Mr. Green in Washington a few years ago and he was much interested. I do not think an application has been made.

WILLIAM P. HAPGOOD: Might we not settle this discussion by asking Jack Evans to get in touch with the American Federation of Labor and see if we were associated with it we should have an opportunity to express our opinion. If we support it we should have an opportunity for expression.

POWERS HAPGOOD: I would like to make one suggestion along the line of the idea that Dorothy brought up. I think it is a very good thing, but I think instead of writing to William Green and asking him for a charter for a Federal local or anything like that, in which case you would have little influence, it seems to me it would be well worth while for this group of workers to be organized as a local union of the canning industry. There is no international union of the canning industry and never has been. There should be. It would help not only this group, but other workers could demand better conditions from their employers if they were not willing to give them, and it would certainly help those workers a great deal. If this group were to organize the union it would have control of it. If you should organize as a local union of the canning industry, elect your international officers, and apply to the American Federation of Labor for charter as an affiliated international union having jurisdiction over the canning industry, it would be a fine thing.

DOROTHY NORD HOLT: That is a big order. I think there was at one time a canning union, but there were so many unskilled workers in it that they discontinued the organization.

POWERS HAPGOOD: I would like to say further that there is one reason why Amalgamated Clothing Workers has been frowned upon by the American Federation of Labor, and that is because the reactionary bunch, the United Garment Workers, were the first to get a charter. And when the Amalgamated made application the United Garment Workers said they had jurisdiction over that field and that jurisdiction in the clothing business will tie up everything. Therefore, the American Federation of Labor realize that if the Amalgamated Clothing Workers is admitted the reactionary bunch would be fighting them. But if this group here were to apply to be admitted to the American Federation as a canning industry local you would not have any dispute with any other organization. You could do with them whatever you wanted to.

CECIL KNAPP: I know something of the possibilities of a good labor paper from past experience, but I am not in favor of our contributing money where we have no influence, especially a paper which is the organ of a trades union movement which has policies such as have been described here tonight. I

think the other suggestion would be well worth consideration.

KEN LUCAS: Is Council in favor of asking Jack to get some more information before we pass on this contribution to the Central Labor Union of Indianapolis? Find out whether we can have a voice before we make the contribution?

WILLIAM HAPGOOD: I suggest asking this man to come down to a meeting and let us all have a whack at him.

DOROTHY NORD HOLT: I would like to ask Jack to make further inquiries about the possibility of this other thing being done.

WILLIAM P. HAPGOOD: That is a good plan, provided anyone has the time to follow it up at the present moment or in the immediate months to follow. We have a tremendously heavy program on our hands that ultimately should have some influence on the things that have been touched upon. But if in the judgment of Council, Jack, or Red, or anyone here has the time to dig into this particular subject and carry through with it, I think it would be a good thing to do; but I am extremely doubtful whether it is wise for us to add to our program at the present time by attempting to join the trades union movement.

JACK EVANS: First of all, we have to realize that this man made application for a subscription from us just the same as he would from Van Camp's. He evidently was willing to agree to anything if he could get the $25.00, and he probably thought he was talking to a representative of an enterprise that was "hard-boiled," reactionary and the only objective he had in view was getting the $25.00, and my thought is that he would change his tune to anything so long as he got the money. I do not mind at all having the man down here and talking to him; it will be a change from talking to insurance agents. If he is asked to come next week I will be glad to talk to him.

WILLIAM P. HAPGOOD: I suggest that we let some other fellows talk to him also.

JACK EVANS: All right. On the other proposition of affiliation with the trades union movement, that is a matter that will require a great deal of time on the part of all those who are asked to participate in it. It will mean a great deal of hard work. At first I thought it might end in a very helpful situation, but ultimately I do not know whether this organization has reached the point that it can spend the time that will be necessary for initiating such a program. I will be glad to ask Mr. Miller to come down and let us talk to him. He might tell us something about the possibility of what Powers has suggested.

KEN LUCAS: Does Council think it would be a good plan to invite this man to come to our next meeting and talk to him before the idea of a contribution is passed upon?

WILLIAM P. HAPGOOD: I suggest that we definitely close the matter of contribution and do not make it unless by his talk here he can cause someone to bring up the matter again.

DOROTHY NORD HOLT: Would it not be a good idea to ask him to come to our Council meeting next week?

WILLIAM P. HAPGOOD: It would take too much time. We have other subjects more vital than this. He may be a long-winded speaker and take an hour to talk about trade unions. I think we had better invite him individually first to find out what he means by "bolshevism" and "communism."

ERIC DANYSZ: Would he speak for an hour for twenty-five dollars?

KEN LUCAS: The point is, shall we make a contribution to the Central Labor Union? Are there any in favor. None! I take it we will not make the contribution.

WILLIAM P. HAPGOOD: May I suggest that Jack individually ask this man down here, and if he persuades any of us that the cause is worthy, I have no doubt we can revive this question.

KEN LUCAS: Is there any objection to having this man down next week? (Taken by consent).

ARLIE MYERS: What will be accomplished by having the man down here? He will only renew his plea for a subscription to his paper.

WILLIAM P. HAPGOOD: I am curious to talk with him.

KEN LUCAS: The next thing is what we intend to do in the future. First, with reference to the purchase of coal and meat. Shall we buy some or all of our coal from one or more of the cooperative mines in Indiana? If so, under what conditions? Shall we buy meat from companies whose labor policies are distinctly unfavorable to their employes, e. g., Kingan, where wages range from $24.00 to $11.00 for full time, and often employes work less than half time. The company's donations to such funds as the Community Chest are ridiculously small, about $1,000 for 1928.

Also our policy in regard to the employment of negroes. Shall we employ a given number of colored persons? If so, how many? Shall we employ colored men and women?

Shall we make a contribution as an expression of good will to the Central Labor Union of Indianapolis, for Labor Day, 1929? That has been covered.

Shall we change the ten-cent an hour differential to married wage workers to a flat daily or weekly payment? If so, how shall we do it?

Shall we make a children's payroll for wage workers? If so, how?

That is the agenda for discussion. All the subjects I think will require a good deal of discussion.

JACK EVANS: There is a request from the Methodist Hospital for a contribution to their building fund.

KEN LUCAS: Yes, we have had a request from the Methodist Hospital for a donation from the Columbia Conserve Company to their building fund. They are planning to build a new million-dollar hospital. Jack, I believe, has interviewed the man who asked for the contribution and I will ask him to tell Council what he knows about it.

JACK EVANS: The Methodist Hospital is trying to raise a building fund of two and a half million dollars, and it is following the customary plan of seeing all the individuals possible who have money to give, and all the business houses and corporations as well. The man who came to see me was a Mr. Johnson. I talked to him for some time about the work of the hospital and in substance he told me this: That the Methodist Hospital has been for the last five years running at a slight loss, and is now in debt to the extent of about $150,000 to $200,000. During the five years mentioned they have given a great deal of free service to people who could not afford to pay for treatment, and last year it amounted to almost $100,000, which is a very large slice of their total business, and were it not for the free treatment they have been giving at the request of individuals and organizations they would be perfectly able to run the institution, at least without a loss, and probably to set aside each year a little fund to take care of expansion. Of course if they did not handle the large number of free cases the need for the institution would not be as great. He said that during the last year or so the free service has been increasing, and it seems that as the years go by the amount of free service the hospital will have to provide will increase for one reason or another That is particularly true in Indianapolis, where the city is growing so rapidly, and where the growth in the main is growth in the population of wage earners and people without any great capacity to pay for medical treatment I told him of what we had done in regard to medical treatment and care of ourselves and he said it was a remarkable thing, and asked whether we sent patients to the Methodist Hospital. I said we did, and paid for those patients and in that measure made a contribution. He appreciated that, but still he thought that, knowing all the facts, we ought to make a contribution, and he would be very glad, indeed, if we would let him know by Monday how much, if anything, we would give. These are the facts as I got them.

KEN LUCAS: What is the pleasure of Council? This man would like to know by Monday.

JACK EVANS: Many subscribers are making subscriptions in half-yearly installments over a period of five years, making ten payments. Others make it all at one time. We can follow one course or the other.

WILLIAM HAPGOOD: Have you any recommendations to make, Jack?

JACK EVANS: I asked him what other companies were giving, and tried to get him to tell me what number of employes these companies are employing, thus comparing ourselves with companies of similar size. According to the names on his list, and contributions of companies comparable in size to ours, we would make a contribution of five yearly installments of $50.00, making $250.00 to be in line with these companies.

WILLIAM P. HAPGOOD: I was not referring to the amount, but whether you think we should contribute at all.

JACK EVANS: My feeling is that it would be quite in harmony with the work we are doing here to make a contribution of $250.00, and I am urged to that conclusion by the fact that twenty per cent of the work done in that hospital is free. If it were not so I would not feel that way, but I feel a deep sense of appreciation of the fact that the hospital is giving treatment free—doctors' service, nursing service, everything, to such a large number of people who otherwise would not get treatment at all and would suffer very much on account of it. I myself would recommend a $250.00 donation, to be paid as our treasurer sees fit.

ARLIE MYERS: I am in favor of making the donation. I did not know

the Methodist Hospital offered such service. If they are doing that they are doing something worth while, and it takes money to carry on that type of work.

WILLIAM P. HAPGOOD: In thinking about a matter of this kind it is not an isolated situation by any means. We will have and always have had certain similar requests. We get them all the time, I think we should bring up for review what we are doing now as compared with what other industrial institutions are doing. How much further are we prepared to go in our effort to help those who need help than other institutions in the city. The matter of $50.00 a year to the Methodist Hospital Building Fund is negligible as compared with what we are doing now to assist people who cannot get medical service themselves.

We not only provide a doctor for the group, but we also pay hospital bills. We are helping to support several hospitals in this city by giving them an income they do not get from other industries here so far as I know. I think we should consider that in connection with this discussion.

I might say with respect to myself that I have been solicited several times by Mr. Baxter, the head of this movement, and today I replied, telling him that I would not subscribe, explaining my position because of the contribution that I and the rest of us are making to this very situation by having this group take care of its own sick people who are unable individually to take care of themselves, and it is my belief that we should more and more decline as a group —I am not speaking of individuals—but as a group we should more and more decline to assist charity to do this which industries should do themselves. If a number of other concerns would do the same thing we are doing there would be no necessity for this kind of charity. Then the hospital could take care of itself and they would not have to call on charitable people to help. I do not feel like helping Kingan and others to take care of their employes. The idea of assisting that company by means of our subscription to this hospital plan to pay such wages that only a small fraction of his employes can get hospital service without charity, does not appeal to me. I am beginning to feel the same way about the Community Chest, and I have about reached the conclusion that when the Community Chest applies to me for help again I will not give it until I learn what Kingan and other organizations do with respect to their responsibilities. I am no longer individually willing to help support charities which in turn make no effort to make Kingan and others employers here put into effect a decent labor program so that their people can support themselves. I think we must more and more make a protest against that kind of charitable methods, more and more to try to make clear that we will do everything we can to insist that other employers bear the load of their employes who cannot pay their own medical bills.

MR. ARMSTRONG: If we subscribe to this fund we are retarding the very thing we are trying to bring about in society. If we subscribe to this we are keeping under cover the responsibility of other employers of labor, and I for one am not in agreement with that.

WILLIAM P. HAPGOOD: We are trying to remedy the difficulty at the source when we take care of our own employes. This other method makes no effort to apply the remedy at the source. All contributors to such a plan do is to contribute a little to charity to salve their own conscience. I am no longer willing to subscribe to that program individually.

DAD DITCHLEY: I think if we take care of our own employes we are doing a great deal. It is all right to help people who need help, but it is better to help them to take care of themselves. We take care of our people, let other people do the same.

WILLIAM P. HAPGOOD: The matter of $50.00 or $100.00 a year is of no importance. It is the principle we must consider, and finally clarify the minds of the people as to the kind of thing we are trying to bring about under our present system.

CECIL KNAPP: When the matter was first discussed I thought we should make this contribution, but in the course of the discussion I realize that we should refuse to give to this fund, or any fund, for the reason that Mr. Hapgood has stated. Not that we cannot afford it, but for the principle of the thing.

WILLIAM P. HAPGOOD: Powers has just given me the wonderful information that he agrees with me. I suppose that settles it.

ISAAC DAVIES: I agree with Mr. Hapgood. I do not give to the Community Chest for the same reason.

JACK EVANS: I cannot quite accept what Mr. Hapgood says. It seems to me we have a perfect right to criticise those employers in the community who do not take care of their employes,

but in the meantime the employes are in need of assistance. It seems to be better to provide that assistance at once to a degree that is reasonable from our point of view and from the point of viey of society in general. The whole capitalistic system rests to a large degree on a system of charity funds. We want to change that, but I do not think the mere refusal to support an institution like the Community Chest, or a hospital that needs money such as the Methodist Hospital is providing us with a solution refusing our support because we disagree with the philosophy of the system that creates the necessity for these funds, is not leading us directly to the solution of the problem—that will take too long a time. Let us say we will not give because people like Kingan cannot be forced to accept their responsibilities, how much will our protest affect the Kingan situation? I do not think it is exactly true to say that the social workers are not doing their best to make Kingan and others realize how paltry their gifts to the Community Chest are. The young person who came here looking for work as budgeter had been to see Kingan about a contribution to the Community Chest, and told me of her experience in trying to get them to increase their subscription in accord with the number of their employes, but they did not succeed in getting more than $1,000; but that was not their fault; they protested. Meanwhile because of the contributions of other people, people employed at Kingan's and others got a good deal more care than they would otherwise have had. I do not now see the reasonableness of Mr. Hapgood's argument in regard to this problem.

ERIC DANYSZ: Do the wage earners get their hospital expense the same as the salaried people?

JACK EVANS: The only difference between wage earners and salaried people is that in one case it comes automatically and in the other it has to go through the discussions of Council. We know there are certain people who need assistance—have we any obligation to these people, irrespective of what that assistance means to certain industries in the city?

HOMER SHELLEY: I think this recent action we have taken in regard to medical care has done more to relieve the situation at the Methodist Hospital than if we donate a thousand dollars. I have no doubt that the people going from the Columbia Conserve Company, to the Methodist Hospital, bearing their own expenses, helps to relieve the situation at that hospital more than it would if we left it to each individual to get his own medical treatment.

ARLIE MYERS: What would become of these unfortunate people if everyone would take the stand that they will not donate to this hospital because they want to force other people to take care of their employes in the proper way?

WILLIAM P. HAPGOOD: That is only one side of the argument. I would not think of taking the position unless we had a fairly clean house. That is the major reason I brought it up, because we have attempted to put our house in order, and having put our house in reasonably good order I do not feel it would be good policy on our part to support a house that is out of order and thereby help to keep it out of order. In other words, I think you and Jack leave out the major reason.

ARLIE MYERS: Of course the fact that the other house is out of order is not helping the individual who is in need of medical aid.

WILLIAM HAPGOOD: Have you figured what fifty dollars would do to help that individual? If you want to help, let us come across liberally, not just throw a sop of fifty dollars to such an institution.

MR. ARMSTRONG: When we speak of helping to keep under cover the responsibilities of other employers to their employes—if we can explain our situation and what we are doing to this man who is making this collection from employers for the Methodist Hosiptal, he could place our position before the employers of labor and give them an example of what we are attempting to do for our people. If it brings one employer to think it will be worth while—worth far more than fifty dollars a year. The experiment here has brought a number of employers to think of what they can do to better industrial relations. So why not take the stand that we will get other employers to give medical care to their employes? Giving fifty or one hundred dollars does not amount to much, but if we can get one or two or more employers to think of their responsibilities it will be very much worth while.

WILLIAM P. HAPGOOD: I suppose our expense during the year for medical aid will run as high as $10,000, will it?

MR. ARMSTRONG: No, I think our expense in the last year is a little over $3,000. But you cannot point to one other employer that gives half that to help employes. And yet they give $500.00 a year—a salve to the con-

science. It is the principle I am protesting against.

GENEVIEVE HENDRICKS: I am not in favor of making a contribution.

SOPHIA FISHER: I think we could do more by not contributing than by contributing, if we can bring to the attention of employers what we are doing here. I think we ought to look to the future, and get at the source of things.

KEN LUCAS: All those in favor of making a contribution say aye. (Motion lost.) For, one; against, all.

The Council adjourned.

THE SHIPPING AND RECEIVING DEPARTMENTS

In the following remarks, I will attempt to give my impressions of my work in the office of the shipping and receiving departments, since taking over this work on May 16th of this year.

Generally, the impression that I had of these departments before this was, that shipping was just a matter of loading cases on a truck or into a car, and sending them to their destination.

I also thought that the receiving department was a simple job of receiving goods and distributing them to the various departments, for which they were ordered.

Since I have worked in these departments for several months, my mind has changed very much regarding this.

For example: The work in the shipping room means, that sometimes the goods, which are ready for shipment, have to be warehoused until the customer wants them shipped. At certain times of the year thousands of cases of labeled goods are warehoused for many customers. This requires careful stacking, and an accurate count must be kept.

When the goods are released they must be carefully checked, to see that the amount of each variety is correct. The cases, when necessary, must be stenciled so that they will reach the proper customer.

As soon as the goods are ready for shipment, the shipping sheet must be turned over to order department, and the bill of lading sent to the customer immediately, and the car properlly consigned. This is all very important in order that we might satisfy the customers and encourage them to increase their orders.

Much to my surprise, I discovered when entering the receiving department that my ideas had been completely wrong. There is so much work wrapped up in this department that one can hardly realize the fact.

When receiving raw materials and various other articles, they must always be checked carefully before signed for; they must be correctly entered on the receiving reports so that the bookkeeping department can be informed of the materials coming in, and can pay the bills in due time. The most important part of my work is checking and keeping a correct count of all unlabeled and labeled goods; also, raw materials which go to the making of various soups. This is very significant in itself.

First, it informs the production department of what is in stock, and the daily schedule of production can be planned therefrom.

Secondly, it informs the order department of the number of cases of unlabeled and labeled goods in stock.

Third ,it keeps the bookkeeping department informed in regard to insurance and finance.

My work, in these departments, has been very interesting. I have learned a great deal, and have as much, and more to learn. Each day I realize, more and more, how closely the shipping and receiving departments are linked with the other departments of the factory.

—Frieda Marschke.

GOLDEN THOUGHTS

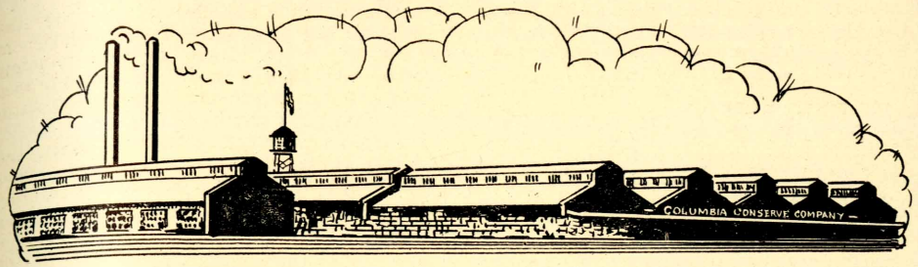
Give us, O give us the man who sings at his work! Be his occupation what it may, he is equal to any of those who follow the same pursuit in silent sullenness. He will do more in the same time —he will do it better—he will persevere longer. One is scarcely sensible to fatigue while he marches to music. The very stars are said to make harmony as they revolve in their spheres.

—Carlyle.

"I am convinced myself that there is no more evil thing in this present world than race prejudice; none at all!

"I write deliberately—it is the worst single thing in life now. It justifies and holds together more baseness, cruelty and abomination than any other sort of error in the world."

—H. G. Wells.



BUSINESS COUNCIL NOTES

Report of Annual Meeting of the Columbia Conserve Company Held on July 19, 1929

The Annual Meeting of the Columbia Conserve Company was held Friday evening, July 19, 1929, in conjunction with a Council meeting, Mr. Arlie Myers presiding over the Annual Meeting.

The minutes of the last meeting of Council were read by the secretary, and with a slight change in regard to the contract to be entered into with Dr. Leer, were adopted as read.

ARLIE MYERS: At this time we will not go into any discussion of the business mentioned in the minutes, but will take up the report of the business for the year ending June 30th. This is the first time the Annual Meeting has been held in connection with the regular Council meeting, but it was decided last Friday night to hold it tonight instead of tomorrow. First we will have the report of our Treasurer, Howard Herner. I believe he has had copies printed that he will pass around. Please do not destroy these for you may wish to refer to them from time to time.

HOWARD HERNER: This is the report I usually put on the blackboard, but I had an idea that if I had copies made it would be better, so I had the girls in the office make copies of the whole report.

(The report follows):

ARLIE MYERS: We should thank Howard for this fine report that he has taken the pains to get up, and we should be more than pleased with the returns for the past year. Howard or others will be glad to answer any questions you may have about any of the figures before you. If you have any questions, or if there is any doubt in your minds about any of the figures, please ask questions.

WILLIAM P. HAPGOOD: As the figures are rather complicated and as most of us have only just read them, it seems to me questions in regard to the report might well be postponed until the next meeting. It is rather difficult to put anyone except an expert accountant up against a report like this and expect him to ask questions that will have any point until he has studied it. So I would suggest that if there are any questions we postone them until the next meeting.

There is one statement I wish to make in regard to the report—the last part where Howard assumes complete responsibility. I am in agreement with him in regard to the estimate of sales. In fact, I think we will go much higher during the next fiscal year. But I think he is over-optimistic in his belief that we can take care of the increase in business without any increase in our various expense accounts, and his figure of 19.22 per cent of profit on sales of $1,500,000 means just that—that he estimates we ought to be able to take care of the increase without any increase in our expense accounts. I hope he is right, but I doubt it. I imagine he doubted it when he put it in. He just thought he would give us something to shoot at.

HOWARD HERNER: We increased our sales in 1929 over 1928, $340,000, with a slight increase in expense.

W. P. HAPGOOD: Yes, but you figure now that we will increase our sales something like a half million dollars without any increased expense. You are putting us up against a rather interesting problem. Perhaps we can make it.

ARLIE MYERS: As has been said, I think perhaps Howard has given us something to shoot at. Mr. Hapgood thinks we will do more than $1,500,000 this year. He is more optimistic than he was a year ago. The sales department perhaps have a right to feel a lit-

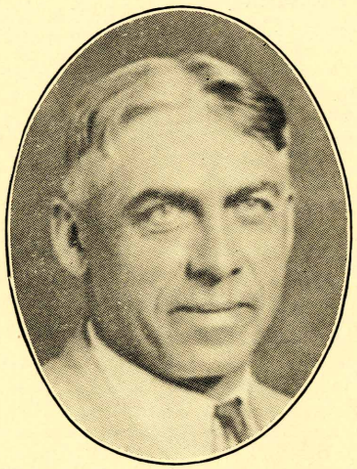
tle cocky tonight because they came so close to their estimate. I think we might have Mr. Hapgood gives us a picture of the future as he sees it.

W. P. HAPGOOD: It is not necessary for me to comment on this report—it is very comprehensive and I think gives all the facts concerning our business for the year just closed. It shows clearly that we have increased our efficiency in all departments in so far as we can estimate the contribution of each department to the total result. The sales department has obviously increased its efficiency because it has sold more goods at the same gross cost. The plant—and I include all activities except selling under this heading—has also increased its efficiency, as the report shows.

There are other things with which this report does not deal on which I wish to comment now. We have made a very distinct improvement in our Council work during the past twelve months, and I think the meeting we are sitting in on tonight suggests that a very much larger number of our employes are interested in the problems of management than has been the case heretofore. I do not mean by that that a larger percentage of employes are sitting in on this particular meeting than in 1917, but in 1917 our meeting was largely social. We came together that time, partly, to be sure, to learn the results of the business, but largely attracted by the novelty of the occasion, plus the fact that we wanted to know each other better. Now we are no longer attracted by the novelty. The thing we are doing here appeals to us because of its serious and interesting features—we have an increased interest in the difficult problems of administration.

With regard to Council meetings, I am impressed by the fact that during the last twelve months not only has there been a large number of people participating in the discussions of the difficult problems of management, and I include in that the most difficult of all problems, that of human relations, but those who have participated have contributed more than at any other time. That fact more than any other encourages me with respect to the future of the business. I personally have no doubt with regard to the possibilities that lie before us. If we can continue to increase the number of people who participate in the problems of administration and management, and if these people will each one contribute more largely than heretofore, I predict a bright future.

One way in which we have made progress during the past twelve months, more progress than in any preceding year, is in the larger program Council has handled. Two outstanding ways in which we have progressed this last year are: First, the decision that was reached some weeks ago with respect to payment on the basis of need. You all know that for a good many months, in fact, for several years, we have been struggling to arrive at a conclusion as to how we should be paid, whether on the basis of contribution, or



MR. E. J. PROPER,
Assistant Purchasing Agent

without doubt a consid-
amount of effort, and
after a tremendous
basis of need, and finally
contribution, or on the
what was deemed to be
erable amount of misunderstanding on the part of many of us, we came to the almost unanimous conclusion that in an institution such as ours there could only be one philosophy of payment, and that is payment on the basis of need. I look upon that accomplishment as altogether the most outstanding we have so far achieved.

Also during the last fiscal year we have broadened our medical program. As you know, we have included dental as well as medical protection. These seem to me the two outstanding social accomplishments of the last twelve months.

There is another accomplishment which I think has been of great importance in the last year's progress, and that is that we have come to have a better understanding of each other than ever before. I do not mean that we have come to such a basis of understanding that we will not have quarrels of greater or less intensity as we go on. We have had some difficult times during the last year, but each one of these difficult times as we have passed through it, discussing the questions with open minds and in seriousness and frankness, has increased our undertanding of human relations and the best methods of working out such problems.

There is another way in which we have progressed during the last year more than in preceding years, and that is in the recognition we are getting from intelligent people not in our employ. More and more people are visiting us, studying what we are doing here, and asking questions of considerable importance with regard to what we are doing. It was not so long ago that a man from Czecho-Slovakia spent some time with us. He did not come to this country solely for the purpose of seeing us, but he came to us almost immediately after he arrived, and he came to this country for the purpose of studying industrial relations. Since he went back home we have had a letter in which he said he was giving his attention to the matter of putting his plant on the same basis as ours. He is a candy manufacturer in Czecho-Slovakia and employs three hundred people. He has been a successful manufacturer, and now he wants to be successful from the point of view of the relations of his employes to himself and to each other. A representative of the Chinese government called upon us not long ago, wanting to become more familiar with the work we are doing, and when he left he invited me, in the name of the Chinese government, to visit China. He did not invite me because of my own personality, but merely because of the fact that I happen to occupy the place I do in an organization such as this. He felt that perhaps through him I might be able to contribute something to his government in the understanding of human problems in industry. More recently we have been approached—again more or less personal as far as I am concerned, but having for its background the work here—by the "World Tomorrow," a paper which wishes to publish twenty articles about twenty people whom they think either directly or indirectly have been the cause of considerable social progress, and that article when they publish it while it will give me perhaps undue prominence, will be mainly for the purpose of telling as clearly as possible the work we are doing here.

It happened that today a man who has been recently assigned by President Hoover to direct a program in regard to child welfare throughout the nation, asked me if I would be willing to serve on a committee for that purpose. He asked me simply because of the fact that I am connected with this experiment here, and he told me in the course of conversation that probably the Federal Government would want to make a case study of the Columbia Conserve Company and what it is contributing, directly or indirectly, to the welfare of the children within its circle, the children of our employes, because of what we may be doing in regard to increasing the income and intelligence of their parents, that is of ourselves.

With respect to the outlook for the current fiscal year, I feel very much more confident in the ability of the plant to take care of a very considerable increase of output than I did a year ago. In fact, I feel now that the plant for some time in the future is likely to take care efficiently of whatever volume of business we shall secure. I think there is little doubt but that our sales will run to $1,750,000 for the current year and probably will exceed that amount—perhaps exceed $2,000,000. If our sales are $1,750,000 or more, and if our efficiency is as good during this fiscal year as it was last, our profits will then be sufficient so that the Trustees at the end of the fiscal year will own more than fifty-one percent of the company. When the purchase of common stock from the earnings of this year just closed is completed, Trustees will own approximately twenty-five per cent of the common stock, and I feel it is by no means over optimistic to say that they will have fifty-one per cent in another year. Probably within two years thereafter we shall own all of the common stock. When that happens, what are we going to do with the profits of the business? If in the years following the current year we hold the increase up to the estimate made this year, at the end of the fiscal year ending June, 1932, we will own all the common stock of the company. That is not very far off, sufficiently near so that we should be giving some attention to what we are going to do with the profits of the business after they all belong to us except the dividends on preferred stock. You all understand that when the common stock comes to us in its entirety then the net profits of the business will come to us for our use, excepting the seven per cent dividend on preferred stock, and that will probably amount to a great many thousand dollars, probably well in excess of $100,000 to $150,000 a year, and I think that will be one of the difficult problems confronting us in the future—a wise use of that surplus. In

order to use that surplus wisely we need to continue the self-discipline to which we have been subjecting ourselves for the last several years. We have been going through a severe process of self-discipline and I think it is largely because of that that we have been as successful as we are. It is a difficult matter for a group of people to subject themselves to the kind of study and searching that we do here, but in my judgment it is absolutely necessary if we are to preserve our life as a cooperative enterprise. We must continue to search our minds, our experiences, for the various causes that contribute to human discords, and when we do that we will learn how to lessen those discords and as time proceeds to reduce them to a minimum.

I think we must also expand our social program as we go on. We must include, more and more, certain organizations not related to us and try to be of assistance to them if they wish assistance. I do not mean that we should force our assistance on anyone, but I do think we should render assistance wherever it is desired, and that especially we should offer assistance to certain other cooperatives like ourselves who are fighting almost single handed against rather inimical capitalistic surroundings. I wish to submit to Council for discussion at a later period the question of what it will be willing to do with reference to permitting some of us to be drafted when we are called upon to assist other enterprises that may wish our assistance. As a case in point, it happens that the president of one of the largest institutions in Indianapolis (I do not at present feel quite free to give general circulation of the name of this company, but it employs several thousand people) was much interested in the story I told him a few weeks ago about what we are doing here, and he said he would come to a Council meeting, probably some time next month, and he may ask us if we are willing to help him start a similar program. I do not know that he will ask it, but he may and I should like Council to consider what it will do in the event we are asked for that kind of assistance.

I think we have a very considerable duty toward increasing the number of our salaried people, bringing the greatest number of employes under this system by virtue of which they not only get unusual economic protection, but unusual education if they desire it. The criticism is not infrequently made that we are likely to become a self-satisfied, small organization, and we must not let that criticism be justified by failing to take advantage of every opportunity to increase our salaried force. We can increase our salaried force in several ways. One is by increasing our sales as I have intimated before, and as Howard has done. If we increase our sales fifty to one hundred per cent over last year we certainly will be able to increase our salaried force somewhat. Another way is by a better plan for our next year's program—by attempting to run as uniformly as possible throughout the forty-two weeks that comprise our normal year. I mean to exclude from our fifty-two week period the time we spend packing tomato products and also the vacation period, about ten weeks altogether. I think by a careful estimate of the problems that lie before us in this current fiscal year we should be able to adopt a program of manufacture beginning at the close of the tomato season that will enable us to run perhaps as much as 10,000 cases per week, and probably more, in all the weeks except the vacation period and the tomato season. If we can do that it is obvious that we will have a basis on which we can more completely stabilize our employment than we have up to date. That is one of the major problems, in my judgment, before us.

Another matter is at some time in the future to take some staple material, say pork and beans, and sell it at exact cost, thus securing more business through our present sales organization. I will not enter into details, because it is premature. I cast it forth for you to bear in mind as a possibility.

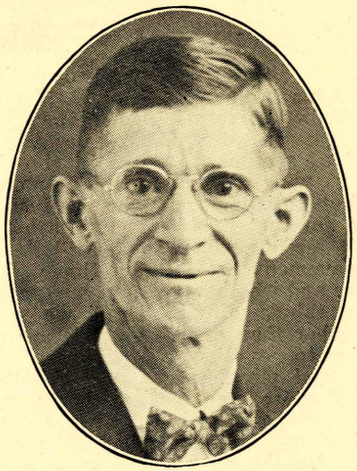
That covers all the notes I have here and I have nothing to say in closing except to restate what I said in the beginning, that it seems to me we have just closed a year that has put us in a position altogether more promising and more powerful than we have occupied at any time before, and I repeat, that if we do not relax in our efforts to preserve discipline, and to come to a better understanding of our problems, and especially our social problems, we have a very wide future before us.

ARLIE MYERS: Mr. Hapgood has touched upon the things that seem to be outstanding that we have accomplished in the past year, as well as the dangers that are before us. We know that we shall make progress during this coming year because we believe there exists a much clearer understanding of men and things on the part of each one of us. I

noticed during the past few months and remarked on the fact that during the shut-down I never had seen a group of wage workers with a better feeling during that period than we had, so far as their work was concerned. That shows that some progress is being made, that individuals are undoubtedly understanding more clearly our plan here and a new interest is being shown. We note many things that are bringing us closer together. One of the most outstanding examples we had a week ago tomorrow, when all of our families were brought together and played together as friends. We need more and more of that. We as workers understand each other fairly well, but our families are strangers in the main.

At this time I think we would like to hear from Jack Evans.

JACK EVANS: I have not made any notes. I have come more prepared to participate in the Council meeting that is to follow. Naturally, I enjoy very much, in common with everyone here, the knowledge that we have made such a successful year of 1928-29. I am also in agreement with what has been said about the amount of progress that has been achieved in the year in the direction of socialization. The interest that has been taken in us by outside organizations and by individuals is the greatest in the life of this experiment, and it comes very markedly from capitalistic organizations—from such men as Mr. Hapgood referred to as having called on him from time to time during the year. One reason they come here is because we are doing something here that is not being done any place else in this part of the country or maybe in the world. Perhaps, the members of the group here do not realize the difference between this group and other groups, therefore we jog along from day to day meeting important problems that come before us without having any adequate conception of what is being done by us and by other groups. From time to time during the last year we have heard a good deal of talk before this group about socialism and socialization, and when we look back over the year we see a great deal has been accomplished in removing from the minds of many of our number here a false belief, a false conception of what is meant by socialism and socialization. As far as I understand the theory back of socialism and socialization, I think we are putting it into practice right here, and whatever success has come to us as individuals and as a group has come because we have been translating socialist theory into practice. Whether we like the term used matters not; the thing that is important is that we are participating in a socialist enterprise and are making a very highly successful enterprise of it. A newspaper editor referred to us the other day as a socialist undertaking, and he sent a very able journalist down to us on that account. Our visitor — who had taught economics at one of our leading universities—was surprised and pleased at our achievements which suggests that outsiders understand us better than many of us do.



MR. R. YOUNGHAMS,
Label Room

I do not know of anything further that I could say that would not be a repetition of what has already been said. I can only say that the success of the year 1928-29 proves conclusively that cooperation, even within an atmosphere which is very capitalistic, as the Middle West is, is a successful mode of operation and procedure. When we have a more favorable atmosphere to work in we can fairly well foretell that our success will be greater than it is even at the present time. We do not want to become intoxicated with success. We want to know how to use every business success that comes to our hands intelligently and as effectively as possible, so that as the years go on and we continue to be successful it will be possible for each one of us to help steer the ship along the right course so long as there is an institution called the Columbia Conserve Company.

ARLIE MYERS: We could probably spend the evening calling on various members of the group for I know you are all very anxious to get up and say something, but we have to hold ourselves a little on that. I am wondering if one

member of the group who has been with us just a short time for the purpose of study would care to say a word—Eric Danysg.

ERIC DANYSG: What I want to say in a few words is that before I came here I thought about it and I felt that I did not have any delusions about what I thought I would find here, but every day I feel more interested and enthusiastic about what is done here. I am just trying to find out, and right now I am studying what you are doing.

ARLIE MYERS: We have a man with us tonight who is probably as well acquainted with the group as a group as anyone on the outside, who has probably watched very closely the movement of the group since 1917, when he was a mere boy. I wonder if Powers would care to say a word.

POWERS HAPGOOD: This is a surprise and I hardly know what to say. Usually when I have been asked to speak there has been some kind of argument on and I have been able to take either one side or the other, but it is very peaceful here tonight and for that reason it is unusually difficult for one who has been in the labor movement as I have for a number of years and who has been accustomed to hearing things going on in the way of fights rather than cooperation, to know just what to say. But it certainly is interesting and pleasing to one who has been in the environment in which I have been for so long to be able to come now and then to a place where, instead of fighting for the proceeds of production, or joint production, by workers and management, the people are cooperating to produce more, not only for the group here but for all the workers.

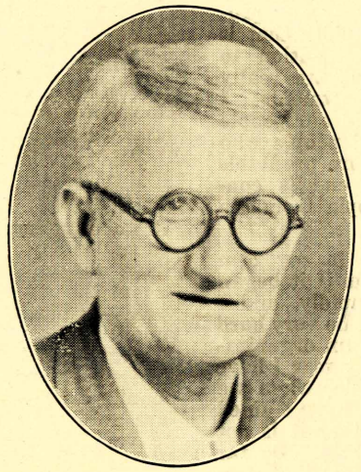
I was very glad to hear it stressed tonight that it is the hope that this experiment—we should not call it an experiment—that this institution, the cooperative enterprise that you have established here shall not merely end in this small group, but that at least some of you are anxious to increase its scope and bring workers into the employ of this organization. I certainly hope that will go on. As my father said, we need many more salaried workers employed here so that instead of having one hundred and fifty enjoying the benefits, both material and spiritual, which come from such an organization, there will be in time several thousands. I also hope that the group will be interested in helping other business enterprises do the same thing that you have done so successfully here. I think a number of business enterprises are getting more and more interested in this form of government, because you have demonstrated that the workers can manage not only as well as private owners, but a whole lot better. I think you are leading the way, at least setting an example, for what we socialists call "industrial democracy"—the management of industry by those who work in it.

ARLIE MYERS: We have another one here who has not missed saying something at the last five or six annual meetings, and I am afraid if he does not have the opportunity tonight he will grieve this week while he is on his vacation. We would like to hear from Cornell Hewson.

CORNELL HEWSON: I appreciate the opportunity to say a word. There are two or three things that might well be said. I appreciate it particularly because one of the prices that the men in the sales department have to pay for being in the department is being away from the plant so much of the time. You who are here can hardly realize what it means to be a part of the organization and still be away from it so much of the time. One loses much more than you can possibly guess. On the other hand, we may have one advantage in that we are able to see the thing from a distance. They say it is possible to get so close to a forest that you can not see the trees, and so we get a view of the progress which you who are here all the time are able to achieve.

I want to say that we are in an increasingly strong position as regards our relationship with our jobber customers, and there are two reasons, I believe, for that increased power which we now have. First, and perhaps foremost, is your performance—your perfomance here in the plant as it relates to costs and to quality; and the other is the particular and peculiar type of work which the sales department has been doing during the past year in working with the jobber trade. It has given us an opportunity to tell more about the thing that we are doing and to show more people the results of our work. We are gaining an unusual reputation for uniform quality. In fact, not long ago, and in line with what Mr. Hapgood said about taking on other items of manufacture, a jobber said to me, "Did you ever consider packing pork and beans and spaghetti?" I asked why, and he said, "Any time you do you can have our business, because it would help us in maintaining our sales, and I know if you pack pork and beans it will be good enough to go out under our best label." A real compliment to the performance here in the plant.

And then one further thought touching on your performance, and which has struck me with increased force, is this, that this performance, which we in the sales department have seen more clearly during the past twelve months because we have distributed our goods so widely —that this performance on your part can be attributed almost entirely to the increase in understanding of our social goal. I am confident that there is no other organization in the food business that can constantly pack as good quality as we pack and do it under a capitalistic form of government. It is only possible with an understanding of the value of quality, and when the social responsibility is more and more understood. We must go on with our socialization if we are to go on successfully as a business organization.



MR. JACK MARTIN,
Engine Room

ARLIE MYERS: It seems as though we had been cheating the women. We have one who has just returned from a long trip, without a husband. We would like to hear from Mrs. Rice.

MRS. RICE: I do not know that I have anything much to say. I was very anxious to get back to attend this meeting. I had a very nice trip, but I did not get into any capitalistic plants—mostly packing houses—while I was away. I was surely glad to hear the report tonight—it is a very good report.

ARLIE MYERS: Now we would like to hear from Dorothy Nord Holt.

DOROTHY NORD HOLT: On my vacation I was impressed with the fact that so many people, when they found that I was connected with the Columbia Conserve Company, asked about the experiment, and asked questions that showed they had been thinking about it in advance. One would be surprised at the amount of interest there is generally in this experiment here and what it means to the social progress of industry. Most workers when they are told about it think it is a little Paradise. They would give anything to come here to work. I wonder if we realize to the fullest extent just what we are in for and what our obligations are to make it a success.

Another thing they want to know is, why do you not make it more general or more applicable to other movements so that other people can benefit by what you are doing? Are you just a small institution trying to benefit your workers? All I could answer to that was that we were trying to do that, but at the same time we must stand by our obligations to general society.

Another thing they want to know is, what is going to happen when Mr. Hapgood is no longer here? Are you as a group of workers really going to be able to carry on? What would happen now? Are you in position to do it now? To that my answer was that we are progressing toward that goal. We have been strong and are growing stronger.

I think we have made a lot of pregress this last year, socially and economically, in the organization and in production. I think the plan that has been submitted for discussion later about helping other organizations when they want help, and even offering it when they do not know they want it, is very interesting. I would like to see something of that kind tried when we get into position to do it.

ARLIE MYERS: One problem that has been mentioned frequently by a member of the group is very important. In the past we have always had a long discussion before we would take on workers from the outside. At least one individual here is beginning to realize that in the matter of skilled labor it will take a long time to train some people and probably we could not train them properly. Bert Hines has maintained that we must have skilled people if we are to grow as rapidly as we undoubtedly will during the next year or so. Perhaps Bert would say something along that line. He sees it out in the plant.

BERT HINES: I do not know that I can add anything to what has been said along the different lines. I am very much interested in what Mr. Hapgood said about what people think on the out-

side. I have often wondered whether finance would be a problem, but my mind has been eased considerably and I think as far as finance is concerned, the Columbia Conserve Company is at the top of the hill. I do not think we need to worry about the financial end of it as we did five years ago. I know it makes all of us old people feel good that people are interested in what we are doing here, and we find out that we do here something that is of more help and benefit than if we accomplished a lot financially.

As far as Arlie's point goes about skilled people in the organization, I do not think any organization can function without proper skill. It is too bad to have to say that we cannot build up skilled people as fast as our production increases, but in the last year our production has increased so rapidly that it is very hard for this organization to train the skilled people that are really needed in the different departments. I believe it is valuable to train our people from amongst the unskilled people who are here, but it is much more profitable as far as the production end is concerned, to have skilled people from the outside if we need them.

I have often wondered in my own mind about this organization if it began to increase in size very rapidly, and I have often thought it would be very hard to handle a large group in an organization like this. But in the last year I have seen that the salaried people, when we have taken on new recruits, have trained these people so efficiently that it is not as big a problem as I thought. So far as increasing our force, I feel that now an increase of fifty per cent of our force would not be near as much of a problem as increasing it five per cent, five years ago. It is true that when newcomers come in our people are willing to show them and try to explain to them what we are trying to do, and the majority of them get it in a very effective way and in a short time the newcomers take hold very effectively. My mind is now clear on some of these things that years ago I thought could not be done

ARLIE MYERS: I shall not call on many more, but I cannot resist one temptation We have two in the group who are almost inseparable—Red and Ike. They leave for their vacation in the morning and I think they ought to say something before they start

CECIL KNAPP: Two years ago I sat in my first annual meeting, and as I think back I can see that tremendous progress has been made in a good many ways. I think the biggest progress has been made in the relations of the people in the group and their understanding of one another. I remember when I first came I was very much impressed with the group, but when I went back to Denver it was hard to answer some of the questions as to just what we were doing. I can speak with more certainty now than I could even a year ago, and now as we go to Colorado the Columbia Conserve Company will be talked about a good deal, for we will talk about you a good deal of the time that we are there.

ISAAC DAVIES: The only thing I am sorry about is that we are not going in the other direction. I think we could accomplish far more in that direction. Last year at the end of the meeting I told Arlie that whenever I was called on to speak it was after everybody else had said everything. Next year maybe he will give me a chance to talk first.

ARLIE MYERS: When we look about for material for the program next year we will not forget it.

And now last, but not least, we would like to hear from Ken Lucas.

KEN LUCAS: I have always found it good policy when you have nothing to say to say nothing. The only thing I have to say—I will not say anything about the results of the business for the year—is that I have thought a good deal about the new work I am going into a week from Monday Mr Shanley was here yesterday from the office in St. Louis, explaining in detail the work we are going to attempt to install here. It is very complicated and very intricate. I do not know how I will come out, but I suppose the future will tell. The only thing I can say is that I hope to have the cooperation of everyone and I will do the best I can.

ARLIE MYERS: Before we start the discussion of insurance, if any member of the group has a word to say we will be glad to hear it. If not, Jack has a report on group insurance to submit, and we will proceed with that.

JACK EVANS: I have not the figures with me, and I do not think it is of great importance that we discuss this group insurance problem now. I think the time might be better devoted to handling the subjects that the Human Relations Council has on its calendar. I will ask you to withhold the question of group insurance until next Friday night when I will have more detailed information to give, and we will have more time for the other matters that might be handled.

ARLIE MYERS: We will adjourn the Business meeting, and following a five-minute recess the Human Relations Council will meet. We would like everyone to remain for that meeting.

Regular Meeting, August 9, 1929

Minutes of the previous meeting read and approved.

It was reported that the new Building Committee had not met on account of lack of time, and the absence of Billy and Bert Hines who were away at Tennessee.

Messrs. Chesney and Lucas, the industrial engineers, gave a report of the work which they had done to date, and with it made two recommendations to Council. The first was to the effect that Council should appoint a Suggestions Committee. The idea back of having a committee of this kind is that of having a clearing house for any ideas and suggestions coming from the efficiency experts themselves or from others. Mr. Chesney was anxious that this committee should be composed of as many first class practical mechanics as possible, and that all suggestions should be considered in detail by them and afterwards presented to Council. After some discussion it was agreed upon that the following five persons should constitute the new committee: Wm. Hines, Sr., Albert Hines, Henry Rippe, Walter Mullen and A. D. Myers.

The second recommendation made by Mr. Chesney was to the effect that Council should appoint a Standards Committee. Such a committee would have to be composed of people from the various departments in the plant and preferably from those who had the longest experience of certain operations so that standards of efficiency might be arrived at with the full consent and approval of those actually performing the work for which the standard is meant.

It was decided in this case to have the Chairman appoint such a committee and that in this task he be assisted by Kenneth Lucas.

The meeting adjourned at 7:30.

Regular Meeting, August 16, 1929

The meeting was called to order by Chairman Arlie Myers.

Minutes of the previous meeting were read and approved.

Eric Danysz gave Council his impression of the plant and its operation.

He began a very long statement by saying that it was his impression that most of the employes are ignorant of the rules and regulations of the company and that wage workers are not aware of the fact that they may speak and vote in the Business Council. He suggested that to remedy this situation, a booklet explaining the outstanding features of the company and its rules, etc., be written and published and handed to all newcomers. He thought that there existed a general fear among many of the members of the rank and file which led them to withhold their opinions about many matters, fearing that to express them would result in some harm to themselves. It was Mr. Danysz's opinion that the leaders of the various departments and of the organization in general needed to cultivate the confidence, and to keep in closer contact with the rank and file than seems to be the case at present. He also emphasized the need that leaders should feel in encouraging workers to show initiative and enterprise. He thought that discussions in Council should deal with subjects directly bearing upon working conditions in the plant and upon subjects that are of direct interest to the workers and which they understand very well.

At work, it seemed to him, there was very little democracy and very little to choose between our way of doing work and that of a capitalistic enterprise. He suggested that Mr. Hapgood's leadership should be imitated and that closer care should be taken to explain work to the rank and file and to take workers' opinions about the way in which work should be done whenever that was possible: workers should also be given the opportunity of choosing their jobs and they should be consulted about their health whenever there is any doubt concerning their strength or well being.

In dealing with working conditions as he found them within this plant, Mr. Danysz was of the opinion that they were not as good as in many capitalistic plants, and among the things which he criticized were:

(a) Poor ventilation in the kitchen.

(b) The strenuous nature of the work which most of the girls and women perform. The work is in his opinion too fast and too hard, and, in general, the girls were subject to more stringent discipline than the men.

Mr. Danysz suggested that Council should pay a good deal of attention to working conditions throughout the plant. He suggested that speeding up of the women should be prevented and a general system of rest periods be organized

both in the label room and on the garnish line. He also mentioned the fact that the chairs which the girls use should be kept in better condition and at all times should have backs to them situated at the proper angle and in a firm condition: the lifting of No. 10 cans should not be done by women as it seemed to him to be too heavy for them.

In dealing with the condition under which wage earners are employed, Mr. Danysz felt that there was too much difference between wage workers and salaried employes and whilst the former were better situated than in other canning plants, there was very much room for improvement in their treatment by the group as a whole.

With regard to our practice of graduating wage earners and placing them on salary, he suggested that a specific period of three or four months should be established after which each person on wages be considered with a view to being placed on salary.

It was his belief that wage earne s should be given fifty hours guarantee a week even though a worker lost a part of any day on account of sickness or on account of being called away from his work for other reasons.

Finally, Mr. Danysz spoke of the use to which time-study should be put and urged very strongly that it should not be employed with a view to speeding up the girls or in any way to cause them to exert themselves unduely in order to make any particular grade. He believes that it can be used scientifically for improvement of our methods of doing work and also in placing the right person on the right job. In connection with time study he thought it would be very unfortunate if it brought about a situation where rivalry existed between one girl and another expressing itself in hostility and bad feeling. This. he thought, should be prevented at all costs.

To conclude his statement Mr. Danysz made it very clear to the Council that he only ventured to make the criticisms and suggestions he had made because of his high regard for the Columbia Conserve Company and would like to see it more perfect in all respects than it is at the present time. The spirit in which the statement was made was that of a desire of being helpful and as such it was taken by Council. Most of the things contained in Mr. Danysz's statement were essentially matters to be discussed by the H. R. C. and they were referred to that body for consideration at the meeting following this one.

Due to the fact that several men complained to Council about wage workers wearing their suits, and sometimes misplacing these suits, the following motion was made:

Moved and seconded that we purchase one dozen suits of white clothes, of various sizes, to be kept in the men's dressing room, for the use of the wage workers without white clothes; these clothes to be under the charge of Wm. Hines, Jr., and Leo Zike. It was agreed upon that the white clothes bought by the company be loaned to new wage workers and salaried workers for seven to fourteen days—a time long enough to enable them to purchase their own. Motion carried.

Meeting adjourned.

TOMORROW'S GOAL

We strive until the goal is gained,
Then look for one still unattained;
Our records point the course we take
To greater records we can make—
But hope springs not from what we've done
But from the work we've just begun.
—Author unknown.

TIT FOR TAT

"I've brought that last pair of trousers to be reseated. You know I sit a lot."

"Yes," replied the tailor, "and perhaps you've brought the bill to be receipted too. You know I've stood a lot."

'STALMENT BUYING

Bill—What's the hardest thing you ever did?

Will—Make ten "easy payments."

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.
—Theodore Roosevelt.

The primary duty of organized society is to lift the standard of living and to enlarge the lives of all the people.
—Herbert Hoover.

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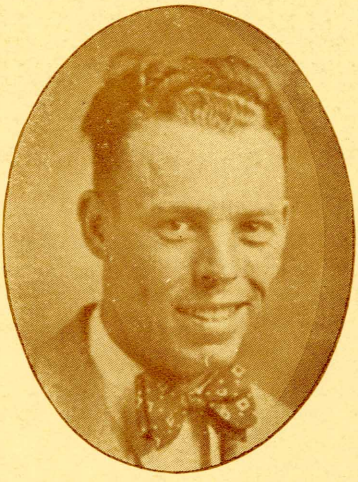
The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 3 OCTOBER, 1929 No. 9



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Shipping Department Of
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THE PRAYER

If, on a Spring night, I went by
And God were standing there,
What is the prayer that I would cry
To Him? This is the prayer:
O Lord of Courage grave,
O Master of this night of Spring!
Make firm in me a heart too brave
To ask Thee anything!

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

BIG BUSINESS TALKS!

Among the many words that still have some terror for most people is that of "socialism." There is attached to it a certain suggestion of violence and revolution, and it is very few people who, when they hear the word and shudder, take the trouble to ask themselves the question, what does it really mean? It is not generally known that the economic and political theories, which are contained within what is called the socialist system of thought, are held by millions of people all over the world. It just happens that, for a whole host of reasons, in America there has been no marked development of the socialist movement since the World War. On the contrary, the socialist movement has declined, and socialist theories have fallen into ill repute. There are signs, however, that it is reviving, and nothing points more clearly to that fact than the renewed activity of progressive groups throughout the country and the statements made by the leading economists from time to time bearing upon our present capitalist system of running industry.

Quite by accident the writer alighted upon the following statement some days ago, and doubtless, this will give many readers occasion to pause and think about what the term "socialist" or "socialism" really means.

Mr. Dwight Farnham is manager of the industrial department of the Peat, Warwick and Mitchell & Co., a well known firm of American accountants and auditors, and recently he made the following statement:

"Certain banking friends of mine who cannot be quoted," he said, "feel that the whole movement is leading toward some sort of economic socialism under which all industry will be owned by those engaged in production, sales and finance, whether they be executives or the rank and file. Common stocks of our great industries have been widely distributed among the public, and the man who owes a share of stock is entitled to a voice in the conduct of the business.

"The opinion has been expressed that eventually the business and politics of the country will be more definitely and scientifically controlled by those engaged in the operation of industry. If this is true, perhaps 'economic socialism' is as good a term as any to describe what is before us."

No one can accuse Mr. Farnham, or the firm he works for, of being radical or even liberal. This statement is particularly important because it comes from a man who has a close and intimate knowledge of our present economic system, and he, in the very nature of things, is forced to observe closely the tendencies which are inherent within that system. His prediction of the coming economic socialism is quite in accord with the opinions of socialists in every corner of the world, and it seems now that the evolution of our present industrial order is very definitely in the direction of socialization of property and wealth. Mr. Farnham's prophecy is a courageous one, for he expresses it in the columns of a neo-capitalist journal, and it could only have come from him as a statement of scientific truth based upon objective observation.

Betty was taking her first ocean voyage, and for the first three days the sea was smooth as glass. On the fourth day out a squall came up and the good ship bounced around like a broncho.

"Mother," finally asked Betty, "what's the matter? Are we on a detour?"

EDITORIAL

In this issue of the "Cauldron" frequent mention is made of the Labor Movement. Indeed, at most of our Council meetings within the last year or two the term, "Labor Movement," has been used very often, and it is about time we asked ourselves the question, "What is it all about?" The Labor Movement is an abstract term which embodies the many and varied activities of organized bodies of laboring people, aiming at and struggling for many kindred objectives. The fact that we mention it so frequently in our discussions suggests that it has some close connection with the *movement* of The Columbia Conserve Company, and it is well that we seek to find what that connection is. The labor movement is international in its scope, and it has in its ranks in every corner of the world, millions of men and women from every walk of life.

Looked at from an international point of view its final aim is to transform the present industrial and social order, although component parts of this international movement have very differing degrees of consciousness of this aim. For instance, in Western European countries the labor movement and the socialist movement mean one and the same thing, and their objective is clearly stated to be that of socializing wealth and creating a socialist state of society. In some of he British dominions, the labor movement is regarded as one which is merely concerned with defending the standards of living which the workers now enjoy within the capitalistic system and, if chance offers itself, to improve these standards, while at the same time preserving the economic system known as capitalism. In North and South America the term labor movement is usually accepted as meaning the movement of the Trade Unions, and, generally speaking, these comprise such a very small percentage of the laboring masses within these countries as to make the movement of much less importance nationally than is the case in the older countries of Europe.

The tendency everywhere is towards welding the existing socialist movement and the labor movement of each country into a single whole, and slowly, because of pressure of economic circumstances and the general raising of the educational level of the masses, struggling groups of workers everywhere are accepting socialism as their logical and ultimate goal. In simple terms, socialism merely means the co-operation of worker with worker, and groups of workers with other groups of workers in the ownership of property and the *running of industry*. Reduced to the simplest possible terms, it means government of industry by those who work in it with all that that implies, and it is precisely because socialism means this one thing that it is linked up with The Columbia Conserve Company, for, as everyone knows, our group has been working out in practice the theory of workers' control for over a decade. Taken, by and large, the international labor movement is one based upon the theory that the best way to run industry, in so far as the well-being of the vast majority of men and women everywhere is concerned, is to have it run by the workers. In no country has this theory been put into effect, with the possible exception of Russia, and, therefore, it is not possible for people to assert with assurance that a socialized state of society and socialized industry cannot work out in practice; indeed, what steps have been taken in the direction of socialization by municipalities and by states have proved themselves to be immensely practical and have benefited the common people in almost every instance. The opponents of socialism assert that it will not work, not because they know that it will not but because they hope it will not, and in just the same way they hope it will never be really tried. The Columbia Conserve Company is part of the international labor movement because it subscribes to the theory that stands back of the movement, but it has gone very far ahead of this same movement in that it has translated the theory into practice and is much better situated to speak authoritatively about the workability of workers' control than any body of people either inside of the movement or outside of it.

For twelve years we have patiently endeavored to run a business organization with control of it vested in those who work within the business, and during these same twelve years we have watched ourselves prosper and grow. It would be a very hardy man who, having lived through the last ewelve years with us, could stand up and suggest that workers' control of industry is a failure. Viewing it from every possible angle, those of us who work within the organization and who give the subject serious thought know that it is an immense success. It is quite true that we have paid a considerable price for this success, but there is nothing in this life that is worth having for which no price is asked and given. We have passed through many trials and tribulations some of which have been inherent within the organization and would be within any organization following the same path as ourselves. Most of our difficulties, however, have arisen from the fact that we are running a socialist enterprise within a completely dissimilar environment, within the frame-work of a capitalistic system and the working of this same capitalistic system has tended to vitiate our organization with a result that we have been afflicted with some of the most difficult, but often intangible spiritual troubles. We have learned a great deal about causes of human discord within our group; we know much more today than ever before of how to handle these discords; we are better able to understand each other and to comprehend the nature of our task than has been the case formerly. The twelve years of practice have tempered us as nothing else could possibly do, and having pioneered along a stormy and unchartered sea, we have within us a knowledge of men and things that is extremely valuable. This knowledge, organized and systematized into a scientific whole, can be exceedingly helpful to those organizations which might want to follow in our wake, and this same knowledge we shall give readily and unhesitatingly whenever it is asked of us. The giving of this knowledge is a part of our contribution to the labor movement, and as this movement in America becomes more and more urged to accept a socialist objective it will find our assistance of greater and greater value. In turn the labor movement has a service to perform in its relationship to ourselves which is also valuable. That service is to inspire us with a knowledge that there are large masses of people struggling for freedom, for equality, and for brotherhood all over the world. It teaches us that we are only better than our fellows because of the merest accident and that we shall not be true to our ideals if we rest content with whatever we achieve for ourselves because of the position we occupy. Our greatest success can come only as the world around us takes upon itself the same hue and color as we have, and we shall triumph in the matter of living up to our ideals only when we live in a world that is completely socialized and socialistic.

Toastmaster (to next speaker): "Shall I call on you now, Bill, or shall I let them enjoy themselves a while?"

ROADS

By Abigail Cresson

Oh, you may take the smooth-paved road,
The highways, if you will;
But I will take the country road
That straggles up the hill.

What fun is there in wandering
If you must always know
Where every road will take you to
And where you want to go?

Give me the road where every turn
Will bring a fresh surprise
Of cozy farms and apple trees
And shade to rest the eyes.

The dusty road, the country road,
Where friendly birds fly low,
Where lazy carters ramble past,
And scented breezes blow.

Where ruts are grown with tufts of grass
And daisies spring between;
On either side long fields of grain
That billow gold and green.

So take the highway if you will
From town to smoky town,
And rest you in a stuffy inn
When velvet night comes down.

But think of me beneath the stars,
All pillowed in the hay,
With songs of birds to waken me
And send me on my way.

INCREASING THE OUTPUT

An Irishman went into a public house and called for a glass of beer. The service was not to Pat's satisfaction, so he quietly asked the publican how many barrels of beer he sold in a week.

"Ten," replied the publican.

"I think," replied Pat, "if yez stand me a pint, I could put yez on a plan to sell eleven barrels in a week."

"Agreed," said the landlord, handing him a pint. "How am I to do it?"

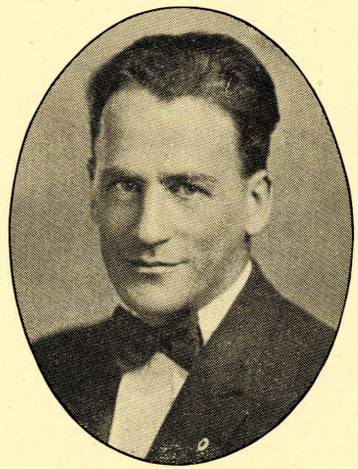
Pat, taking a big drink at his new pint, "Always fill your glasses."

I have no use for those people whose politics are written on their birth certificates, from which they can be copied on to their tombstones.

THE BROOKWOOD LABOR CONFERENCE

The recent meeting, held from August 30th to September 2nd, at the Brookwood Labor College, Katonah, N. Y., was attended by one hundred and seventeen delegates coming from all over the United States. The conference was held under the auspices of a body recently formed in New York and named the Progressive Labor Action Group.

The Brookwood Conference is regarded as the largest and most successful meeting of progressive labor men and women that has been held since the close of the World War. The representation would have been larger had it not been for the fact that from thirty to thirty-five applications for reservations at the college were turned down on account of lack of space.



MR. CORNELL HEWSON
of the Sales Department
Columbia Conserve Company

For a very considerable time there has been growing in the United States a dissatisfaction and uneasiness concerning the activities and major purposes of the American Federation of Labor and also of the two major political parties, the Republicans and the Democrats, and this feeling has been expressing itself throughout the whole country in the meeting of groups here and there, convened for the express purpose of finding out what could be done to change the situation. It is, therefore, easily understood that one of the first matters discussed at the Brookwood Conference was that of, "What is wrong with the organization of progressive forces in America?" In reply to this question the discussion revealed that isolated discontent with things as they are found no medium of co-ordination and, therefore, it was impossible for those who felt the need for a change to exert their full pressure in order to realize their aims. The conference settled down to finding ways and means of organizing these dissatisfied elements throughout the country, with a view to forming a strong, well-organized opposition group. The reports from delegates from the Southern part of the United States revealed a very tragic situation in those sections where industrialization is proceeding at an enormous pace. It seems that in North and South Carolina, Georgia ,and bordering states there exists a series of evils and abuses, the like of which is known only to European countries of the early 19th century. The spread of textile production seems to be carrying with it some of the worst abuses that can be imagined, and the lot of the mill workers in the South is nothing short of tragic. The transformation of rural communities into urban villages and of farmers into industrial workers is proving to be a most painful process for the vast majority of people in the states mentioned, and these are groping eagerly for a way out of their difficulties. The American Federation of Labor is offering but half-hearted assistance, and were it not for the efforts of genuinely generous men and women and small organizations, the abuses spoken of would remain unheeded.

The conference was unanimous in its criticism and condemnation of the American Federation of Labor, because of its general ineffectiveness to perform the work for which it was originally meant, and because of its supine and lethargic attitude toward matters of vital importance to American workers. The ineffectiveness of the Federation of Labor was accounted for by the fact that it had an obsolete structure and was no longer fitted to render services in a situation that is completely different from the one which existed when the Federation was first formed. The Federation's attitude towards political activities, and its refusal to participate in the creation of an independent political party, was characterized as the most unintelligent procedure in view of the complete failure of its present crude system of bargaining with the two major political parties in the country. Then, the complacency and self-satisfaction, which the leaders of the labor union movement show has caused much dissatisfaction among progressive thinkers, and it is evident that these leaders have ceased to be concerned with principle, and that their main purpose is the maintaining of their jobs and the drawing of their large salaries. Their attitude towards politics and the creation of an independent labor party stands out in violent contrast with that of other leaders in the labor movement of other countries. The American Federation of Labor accepts as good and desirable the present system of competitive capitalism, and no outstanding leader of labor in America offers to embrace the philosophy of co-operation and the building of a new social order. The result of all this is that the workers of this country are continually groping in the dark in their search for a way out of their present difficulties.

Much was said at the conference of the success of the British workers who, through the medium of the British Labor Party, have succeeded in getting a hold of political power with which to shape the destiny of the entire nation. The conference declared itself to be in favor of two immediate steps, with a view of combating the capitalist system in America! (1) the organization into labor unions of the skilled and the semi-skilled workers in all industries, and (2) the building up of a labor party in America the aim of which would be the foundation of the co-operative common wealth in which human well-being will be the corner stone.

The Progressive Labor Group, under whose auspices the conference was held, is distinctly anti-capitalist in its philosophy and outlook and is generally concerned with the problem of transforming our present capitalist system into one based on co-operation. It is because of this fact that the conveners of the conference asked the Columbia Conserve Company to send a representative to Brookwood, for our company is now generally recognized among progressive thinkers and leaders as being a unique experiment in co-operative working and living and one in which foreshadows the dawn of a new day, when all industry will follow in its wake.

The following is a statement of the policy of the Progressive Labor Group. A comprehensive and constructive statement giving a very clear view of the tone and temper of the Brookwood Conference:

"America is the richest and 'most prosperous' country in the world with a national annual income approaching 100 billion dollars or several times as great as the next richest nation. Along with this unprecedented prosperity for the owners and manipulators of capital, millions of workers exist on less than a living wage. In the southern textile mills, men and women toil twelve hours daily for a weekly pittance of twelve dollars. Similar conditions prevail in other industrial areas. Almost every effort of the worker to secure a larger share of his increased productivity or to stabilize employment—even under the most conservative leadership—is met with the most brutal clubbing by state guards or the terrorism of local or state police in complete disregard of constitutional guarantees.

"The increased use of labor-saving machinery, accompanied by speed-up methods and other industrial changes, is intensifying the ills from which American workers are suffering. Skilled and competent workers are being thrown upon the industrial scrap heap as martyrs to capitalist greed before the age of 45. Thus hundreds of thousands of workers face more acute unemployment and old age without any means of support. To meet this menacing situation the organized labor movement offers opposition to "paternalism" but presents no inclusive constructive program.

"Why must the productive forces of America—whether in the factory, in the mine or on the farm—suffer intolerable treatment and unbearable working conditions? Because they are not organized well enough, either on the industrial, the political, the co-operative or the educational field; because they have been educated to believe in the viewpoint of the employers rather than of the workers. Is it any wonder that they mistakingly believe that the present system holds out hope for the workers? Is it any wonder that they look with complacency upon the exploitation of workers of other lands? Is it any wonder they still believe in the myth of rugged "individualism" instead of labor co-operation which is the basis of the labor movement.

"This situation has not been met by the present officials of the trade union movement, largely dominated by the boss psychology of the National Civic Federation, nor have the Communists shown any greater ability to cope with the situation. On the contrary, like the A. F. of L. leaders, they have ignored realities, have shown a complete ignorance of American labor and its psychology, and have undermined the faith of the rank and file in the possibilities of the organized labor movement.

"How then can we induce the workers of our country to think and to act as workers? Primarily through working-class education for action. The respon-

sibility for this educational task must be assumed by progressive, militant elements who dare face realities, who are conversant with American conditions, who do not feel that vituperation is a substitute for effective organization, and who stand ready to dedicate their lives to the labor movement and to serve it in every field—economic, political, co-operative, educational and social.

"To this end we call upon progressives to organize for the achievement of the following:

"1. To educate the workers to demand a complete program of social insurance to meet the problems created by unemployment, old age dependency, sickness and accident.

"2. To help, in a constructive spirit, every honest effort to extend the sphere of trade union influence and effectiveness. This can be done by promoting and aiding in a more effective organization—along voluntary industrial lines—of the skilled, semi-skilled and unskilled workers in basic industries, so that they may successfully cope with centralized and militant company-union capital. This labor activity must be accompanied by an aggressive fight on the political field and on the picket line; by an attack not only upon the power of the courts to issue injunctions in industrial disputes, but also upon their attempts to cripple unionism and to enslave labor through yellow dog contracts.

"3. To encourage uncensored working-class education not only to enlighten workers so that they may see clearly through poisonous propaganda like that of the power trust, but also to encourage them to think clearly and fearlessly about important economic and political problems.

"4. To help establish, and to bring to the fullest possible development, genuine farmer and labor co-operatives, in order to strengthen labor consciousness, to develop labor solidarity and to give the workers an effective and necessary training in industrial democracy.

"5. As labor's effectiveness in achieving both its immediate and ultimate aims depends to a considerable degree upon the control of governmental agencies, we urge independent labor party action as a substitute for the useless non-partisan policy, which results in the selection of public officials, completely dominated by employers who seek to crush and to enslave the workers of America, as they are now trying to do in Tennessee, North and South Carolina, and elsewhere.

"6. The new industrial revolution and the more subtle activities of big business which confuse unenlightened workers necessitates a scientific study of labor and political problems and labor technique. Hence we recommend the establishment of a centralized research agency to make studies and to prepare literature which will offset the misguiding influence of the governing class and their intellectual hirelings.

"American labor faces a grave crisis. On the one hand it must combat intrenched capitalism which dominates our millionaire cabinet, our legislative halls and the courts, through their control of both dominant political parties—a control used to cripple labor's struggle for the right to live as free men and women. On the other hand, fooled by propaganda, disguised under the cloak of patriotism, the workers are induced to lay down their lives that imperialistic and aggrressive capitalism may accumulate untold millions by exploiting their fellow workers in other lands.

"We urge the workers to demand the wealth they create; to strike for their rights as of old; to give industrial battle whenever necessary. Far better to strive for industrial justice than to die in foreign lands in order that powerful American corporations may make untold billions through exploitation. Only through intelligent co-operation expressed on the industrial, political and educational fields can the workers bring in a new society embodying the age long ideals of all great leaders and teachers—social and industrial justice."

COULD HAVE BEEN PERMANENT

Doctor McTavish had worked hard to put his boy, Sandy, through medical school. When Sandy graduated and returned home the old doctor turned his practice over to the boy and took a well-earned vacation.

Upon his return he was greeted by Sandy, who said:

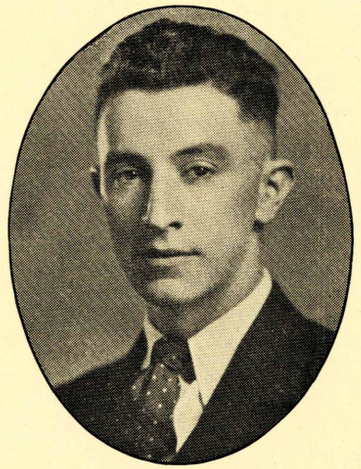
"Father, I've made some marvelous cures. I even cured Mrs. MacGregor's stomach trouble, after you had treated her for four years!"

"What!" exclaimed the old doctor. "I'll have you to know that Mrs. MacGregor's stomach put you through college."

WAUKEGAN AGAIN!

Readers of "The Cauldron" will recall that, upon several occasions, we have had cause to refer to the activities of The Blatchford Calf Meal Company of Waukegan, Illinois, and to its president, Mr. J. W. Barwell.

For several years Mr. Barwell has been desirous of introducing some plan or plans into the organization of his business that would make it more democratic in character. In his search for a way of doing this he has naturally met with many difficulties, among them the very natural one of not knowing exactly what immediate steps to take in order to secure that end, and the inertia and, in some cases, active opposition of some of his associates.



MR. I. W. DAVIES
of the Sales Department
Columbia Conserve Company

Upon becoming acquainted with the Columbia Conserve Company and its way of doing business, Mr. Barwell's enthusiasm for the changed industrial and social situation within his organization was considerably revived, and, in spite of his seventy odd years, he began efforts anew. Time and again he found himself frustrated by the balking of some of his immediate associates, until at last he was forced to convene a conference of the executives of the business, wherein the whole question of a new scheme of things was discussed frankly and openly. Three important decisions were made at this meeting:

(1) The inauguration of a new regime wherein a democratic system would be adopted.

(2) The employment of a junior assistant executive for Mr. Barwell, who would have both business experience and an enlightened social attitude of mind.

(3) The action of requesting the resignation of those high officials who were hostile to the new plan, a rather unfortunate action but one without which the inauguration of the scheme would be impossible.

There followed a calling together of the whole group of workers, and a Common Council was formed, charged with the task of running the enterprise. Finally it was decided to invite representatives of the Columbia Conserve Company to confer with the group upon the various aspects of democratic or workers' control of industry. In response to the invitation sent us, Mr. Hapgood and I visited the Waukegan plant on September 12th and were very cordially received by the whole group.

We were asked to address the entire Council, which was composed of some fifty or sixty workers including the executives, and in doing this we adopted a little division of labor, Mr. Hapgood directing his remarks most specifically to the leaders of the business, and I devoting my attention to the rank and file.

The system of democratic control of the Waukegan plant is, of course in its infancy, but the outlook is, indeed, promising. I understand that Mr. Barwell is now in his seventy-fifth year, but he shows the vigor and enterprise as well as the clear sightedness of most men of one-half his age. He has, around him, an exceptionally capable body of assistants, about twelve in number, who seem to have been enthused and invigorated with the beliefs and opinions of the president himself. Perhaps the most outstanding character in the whole group, aside from Mr. Barwell, is the superintendent, Mr. Ward, a workingman who understands workingmen, and who seems to enjoy the confidence of each individual member of the company. This man should be a decided asset to the group and will, no doubt, be valuable as an interpreter of the desires and ambitions of the rank and file of workers in the plant. The company is very well situated from a financial point of view, and the prospects for the future are, indeed, very bright.

The venture of the Blatchford Calf Meal Co. in this new field should make us all very happy, and we should be ready at all times to give our friends at Waukegan all the assistance that they may need and that we can give. Perhaps, as time goes on, it will be possible for us to arrange with the Blatchford Calf Meal Company to have an ex-

change of workers so that we might understand each other more completely than we now do, and that we might pool our common experiences to our mutual advantage. It goes without saying that we wish the Blatchford Calf Meal Company all the success possible, and that as the months go by we shall be able to establish an ever closer relationship between it and ourselves. J. E.

THE COLUMBIA EXPERIMENT AND THE LABOR MOVEMENT

When we came to Indianapolis to study the Columbia Conserve Company, we had in mind especially two purposes: First to see the Columbia that we heard so much about, to get acquainted with the organization, its aims, and the life of the group taken by itself; secondly, to find out what was the value of such an experiment in the general labor movement. Thus, our study was twofold: The Columbia taken as an isolated individual enterprise, and the Columbia as an element in a larger movement, an element acting upon the others, leading them in a certain direction, helping them towards the accomplishment of a general aim.

Our first impression was that of an atmosphere totally different from all we had seen before, a kindly atmosphere of freedom. People were going around in the cafeteria and in the factory, feeling obviously at home. It was evident from their attitude that they were not under the roof of a capitalistic employer, but in their own place, and pretty much at ease in it. The Council meetings were quite a new experience and a surprise for us. We were delighted by them, and our first contact with that feature aroused in us a passionate interest.

During these past two months, we have completed a study as thorough as can be made in so short a time. Our first good impression has been confirmed and enlarged in many respects, and there are many features in the Columbia for which we have the greatest admiration and sympathy (most of them being perhaps unique)—such as, for instance, decent salaries and wages, security of employment, thorough health protection, interest of leaders in the general well-being, above all, an attempt at self-government.

On the other hand, our study revealed a certain number of shortcomings. These have already been pointed out in Council, so I will not repeat them. I wish only to express here an idea which came to my mind. I was surprised to see how easily these shortcomings are accepted by the workers as a matter of fact. If the members of the Columbia want to progress it is necessary that they should acquire that aggressive, combative mind, so much lacking in American labor. The U. S. A. is a new country, and its labor problem a recent one. Such is one of the reasons why the American working class is still so little aware of its rights, and, therefore, not minded to claim them. The workers of the Columbia should not be of that type. They are brought up on democratic principles, trained to use their brains for thinking and discussing. Perhaps it can be hoped that the effects of such training will soon show themselves, and that they will not any more stand anything contradictory to the principles.

But, on the whole, it can be said that the Columbia is a real, sincere "bona fide" experiment in industrial democracy, and it is comforting to be able to say this, after one has been deceived by fakes like the Leitch plan, the Mitten plan and a few others. In summary, the first point of our study has convinced us that the Columbia has already done wonders for its own workers, especially by increasing their happiness in two ways: happiness resulting from a better financial situation, and happiness resulting from the consciousness of being free people, self-ruling, responsible for their own organization.

Such an accomplishment, however, is not sufficient. It is satisfactory only from an egotistic point of view, the point of view of a limited group. The Columbia has now something else, something more important to do, and that is to take an active part in the world labor movement, to use its experience as a contribution towards the liberation of labor as a whole. What will be its procedure in this? Evidently, such a contribution can be made only through what in the organization of the Columbia is capable of being generalized. However interesting and useful to the group may be the features peculiar to the organization, if not capable of being adopted by others, they are without interest in the solution of a general problem.

Let us see what are the assets of the Columbia, and how much of them could be used.

The Columbia has:

An origin and a foundation.

An organization and a technique.

A spirit and a faith.

The Columbia, like all other industries, owes its foundation to a certain amount of money, a capital invested by one or more rich owners. The origin of the organization, conceived as a democratic one, is due to Mr. Hapgood. With the progression of thought and the spreading of a liberal philosophy, it may be hoped that more and more industrial men will become minded as is Mr. Hapgood. However, that will come only through a very slow process of persuasion, and, as I have heard from him, Mr. Hapgood is already aiming at this by trying to convince others to imitate him.

As to the question of the initial money necessary to start a business, money in such big quantities is today still concentrated in the hands of a small group, which understands that the control and the benefits of the enterprise are to stay with the money. But one may imagine that some day groups of workers will find a way to borrow money and yet be free from lenders, and will then be able to start a business of their own.

Although some other "Columbias" could be started as the actual Columbia was, such a starting depends upon the generosity of wealthy men, and very little upon the will of the workers. It cannot be considered as a feature that can be generalized. But there is an asset that the Columbia possesses, which might be of great value as a contribution to the world problem, and that is its human organization and technique.

By means of the thoughts of the promoters and those who have gathered round them, by means of discussions in Council meetings, by means of many other experiences, has been gradually worked out a technique of self-ruling in the matter of human relations. As the Columbia is still very young, this technique is not yet elaborated, but just as it is it exists; it works, most of the time successfully, I think. How to face and handle general and special problems of human relations, how to deal with people that are not hierarchized, but all equal in principle, how to accord such equality with the discipline necessary at work, etc., etc., all this constitutes a technique. This technique probably has not absolutely definite rules, but is at least a collection of valuable experiments that may, in time, develop into a scientific whole. Even as it is now, it has been sufficiently elaborated to be taught, for instance, to be taught to organizations of similar spirit. This, I understand, is already done to a certain extent. But it could be done more thoroughly; for instance, groups of people could be especially trained in that line, and when another concern would ask for advice, they could be sent to that place to help organize it.

And, besides all this, the Columbia has a spirit, a faith. There exists a group which believes in democracy, in fact, what is more, in industrial democracy, a group which is making a human and business success of it. To live a faith, to work a faith successfully, is certainly a great asset for the propagating of that faith. It is up to the members of the Columbia to proclaim their faith by all possible means—articles in papers and magazines, lectures, speeches in conventions, and also directly among the working class—to spread among them the belief that a happier life is possible for them independently of capitalism, to help them to become conscious of what they have a right to, to create in them a desire of something better; and thus to shut off the old capitalistic argument: "Industrial democracy? What for? The working class is perfectly happy as it is, and does not want anything else."

All this certainly constitutes a big program. But the Columbia owes it to itself to fulfill it, and will, in time, I do hope. Therefore, all my best wishes are for the growing success of the Columbia, because upon that success depends not only the welfare and happiness of a group of people, but also the spreading through the world of an idea and a hope.

—Suzanne L. Danysz.

Those of our readers who have no direct connection with the plant may be interested to know that Mrs. Danycz is a French lady, who, with her husband, has been visiting America and studying conditions in industry.

Both worked at the Columbia for two months, and while, perhaps, this gave them but a limited time to understand the plant and our experiment completely, still their criticism has been of much value and has at least forced us to examine ourselves and not take ourselves so much for granted.

—Editor.

"What's your name?" asked the motor cop, producing a notebook.

"Aloysius Alastair Cholmondely Cyprian—" began the culprit.

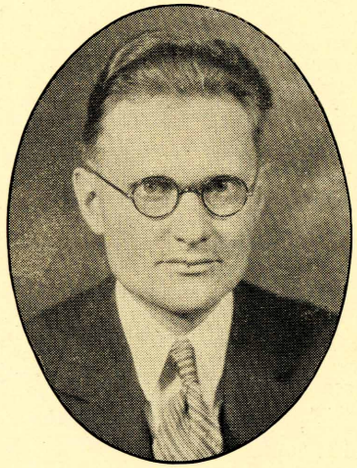
The constable put his notebook away.

"Well, don't let me catch you again!"

THE HEALTH PROGRAM

In view of the many misunderstandings that exist concerning the Columbia Conserve Company's medical program, it seems necessary and desirable that a definite statement be made, showing exactly what is contained within the program and what protection the Company extends to its employes and their dependents.

Our health program has, like most other things, developed very slowly from a somewhat inauspicious beginning, some eighteen months ago, to a fairly well expanded, but by no means complete, program at the present time. Members of the Health Committee and others within the organization are continuing to give serious thought to the question of health and its protection, with a view to improving it from all possible angles, and already the committee has discussed some projects that will soon be submitted to Council with a view of obtaining that body's assent.



MR. FRANK C. EUSTIS
of the Sales Department
Columbia Conserve Company

The Health Committee began its work in May, 1927, and the committee elected then is still functioning today. The original impulse to provide medical care for employes was due to two causes: First, there was the normal humanitarian feeling that existed among the workers of the Company towards those of its members who were unfortunately afflicted with one kind of ailment or another, with a desire to assist them to overcome their difficulties; and secondly, there was the belief held by several members that it would be economical, from a strictly financial point of view, to provide both curative and preventive treatment for our employes, rather than continue to pay salaries for time lost by our workers. As is the case with most new departures—in this group or another—our first steps towards the problem of maintaining a good standard of general health were somewhat hesitant, and progress was a little slow; but once we had begun, the pace quickened, and hesitation was slowly thrown aside, so that in the course of time the entire care of the health of our salaried employes became recognized as a definite charge against the Company. Thus today the Company assumes the entire responsibility for nearly all bills connected with health. As yet, we do not care for minor expenses connected with health, nor do we expect an individual to transfer his responsibility for medical bills to the Company, when he is himself obviously so situated that he can meet them himself.

The experience which we gained, during the initial months, of handling the cases of sick employes indicated that there were some definite steps that we could take to insure good health on the part of all of our workers. We found, for instance, that many of the ailments from which some of us suffered had their origin in defective teeth, and this led us directly to consider the poblem of how best to take care of this source of trouble. To meet this situation the Health Committee recommended that we employ the services of a first class dentist, and that he be asked to make a survey of the dental condition of every salaried employe throughout the organization. This was done, and the dentist discovered that nearly one-third of the group were very much in need of immediate dental care; that another one-third would profit greatly by the same attention, and that even the remaining one-third, though needing less attention than the other two groups, included scarcely a single person who did not need a little minor care. The survey revealed that we would have to expend between $3,000 and $4,000 if every individual's teeth were to be put in good condition. Recognizing the great value of preventive treatment, the Health Committee recommended that such an expenditure be made for this purpose, and Council accepted the recommendation with hardly any discussion. The work itself began immediately afterwards. Today, one-fourth of our one hundred and twenty salaried employes have been taken care of by our dentist, and he is busily engaged upon the teeth of others in the group at the present time. The work will probably be completed within the next seven or eight months. Already there is a noticeable decline in the number of people suffering from gastric and digestive troubles, although it is too early to give any estimate of the value of this treatment. Coincident with our excursion into the realm of dentistry, we took another step when we consulted an expert oculist and asked him to take care of the eyes of any salaried employe who required attention. The Health Committee stipulated that it should be consulted whenever an employe wanted the oculist's attention, and Council instructed that every employe who was examined by our oculist and recommended by him to wear glasses be furnished with the lenses prescribed at the Company's expense, and that a further allowance of up to $5.00 be provided for a suitable frame for same.

It is very well known that much time is lost by men and women in industry because of the illness or sickness of members of their immediate family. The amount of time lost by workers through the sickness of dependents is very often as great and sometimes greater than the time lost because of the sickness of the individual worker himself. We, of the Columbia Conserve Company, have had considerable experience of lost time through the above cause and that, coupled with our feeling of regret and sorrow for the plight of many of our workers because of the condition of their dependents, led us to assume some measure of responsibility for taking care of sick dependents. At the present time the Company provides medical care for dependents of any salaried employe if and when such an employe makes a request to the Health Committee for it. In connection with dependents, however, there are two conditions to be fulfilled before assistance is given, and considerable care is exercised by the Health Committee to ascertain the facts of each case. The first condition is that the sick dependent is certified, by our medical adviser, as requiring some specific kind of attention, and the second condition is that the employe seeking assistance is unable to furnish it himself. The foregoing shows the extent to which we have gone to provide protection for the dependents of our salaried employes. Thus far, care of the teeth and the eyes by the Company is confined to our salaried employes, but already a motion has been tabled, for discussion in Council, which, if accepted, will extend this protection, in part at least, to dependents as well.

The position of wage workers within our group, in so far as protection of health is concerned, has been discussed by us on several occasions. This is a difficult question because the status of a wage worker is so different from that of a salaried employe, and the condition of the canning industry is such as to make it very difficult for us to retain all wage workers that come to us in any given period. However, the Company has never refused necessary medical attention to wage earners nor to their dependents. In point of fact, two wage earners have received this kind of attention at the expense of the Company, although one was released from our employ very soon afterwards. In the case of the other, there is considerable doubt as to whether we shall be able to carry him on our pay roll very much longer, but in spite of that fact we continue to pay for his treatment. The position with reference to our treatment of wage earners at this time is, that any wage earner may receive medical attention for himself and dependents, providing same is approved of by the Human Relations Council. This is by no means a satisfactory situation, for it involves delay when the utmost speed might be called for, and it is possible that wage earners have hesitated to apply for aid when it has been needed, but it is the best we have been able to do under the circumstances. We continue to give serious thought to the problem and hope to improve the situation as we go along.

Of the projected program referred to above, the Health Committee has considered for some time a plan whereby every salaried employe will be requested to undergo a complete and thorough medical examination, conducted by the Company doctor at the Company's expense. The idea behind this plan is to discover hidden causes of trouble before they reach a critical situation and involve serious risk of life and considerable expense, and to correct minor ailments before they assume serious proportions. Such a survey would also furnish us with some knowledge of what our liabilities may be in the direction of caring for the health of our employes looking at it from the point of view of the immediate and remote future.

After such a survey our medical adviser would be able to tell us exactly what steps should be taken in order that every employe be put in a good physical condition—doing this with the least possible expense to the Company. This would also give the employe the great joy and satisfaction which comes from knowing and feeling that he is in sound

health or at least as free from ailments as his condition will allow.

The ultimate goal of our health program means that, if and when we are able to do so, we shall have to take care of our entire group of workers and of their dependents; with this end in view, not as an immediate step to be taken soon, but as something to aim at, we are already considering what steps are necessary and practical to afford complete medical care, in the fullest and widest sense, to everyone within the Company as well as to those whom members of the Company have to maintain.

FOR THE CAULDRON

For several years I have looked forward to the time when there would be other industrial plants with labor policies similar to ours with which we might co-operate for mutual helpfulness. It is possible that individual plants like the Columbia can stand unassisted in an industrial structure which is overwhelmingly antagonistic to our policies, but the chances of survival for plants with human objectives instead of money objectives would be far greater if they could be federated. Such a relationship might help each one in several ways.

First, would be the interchange of ideas, and the methods of solving common problems, both technical and social, especially the latter.

Second, an interchange of workers, either on a small scale for purposes of information, or on a larger scale when the valley load of one member coincided with the peak load of another. I realize that this could not be done with skilled jobs, but in our own plant there is a great deal of work which can be done by any able bodied worker after an apprenticeship of a few days. Such an interchange of workers would be particularly helpful for organizations which give their employes full time employment as we do.

Third, an interchange of financial resources. There are times when one member of such a federation might have more cash reserves than necessary for a certain period, in which event they might be loaned to another member. Also, it might happen that some members could not borrow money in times of necessity because of local antagonism toward its labor policies. In such an event the other members could help.

Fourth, if such a federation had a considerable membership of effective companies it could enlist the interest and support of the public much more quickly and effectively than a single company could.

If all this seems like a dream to some of the readers of the Cauldron perhaps they will be interested to learn that there are already signs of such a possibility, as two recent experiences of ours may show.

For several years Mr. Barwell, president of the Blatchford Calf Meal Co., of Waukegan, Illinois, has been interested in our progress in self-government, and he has told me many times how much he wished his Company would experiment along the same lines.

About two weeks ago Mr. Evans and I were invited to visit him and his associates at their plant, and to talk with them and their employes about changing their form of government. We spent a day there, and explained to all the employes of the company, who had been gathered together in the office, our progress in self-government, and what it has meant for most Columbia workers.

We did not expect, and we did not get, much response from the rank and file of the Blatchford employes, but we did get an intelligent and open-minded response from the executives. We were convinced of their interest and sincerity, and we are confident they can succeed in a democratic enterprise if they undertake it. Their chief doubt seems to be their ability to learn the technique of self-government. As their general manager said to me—"I am in a maze about the method of doing this thing, but I am deeply interested." He plans to come to us soon to learn more about our methods. We hope to be of assistance to him and his company by delegating some of us to work for it. I shall be delighted to respond to any call which may be made for me, and I know others will. I hope Council will decide to offer the services of at least one man and one woman to work as manual workers for a month, or perhaps longer, for the Blatchford Company to help the executives teach the rank and file what their goal is, and to express the wishes and criticisms of the rank and file to the executives in their Council meetings. Perhaps, as time passes we may be able to loan a larger number of our employes to them during their peak load, and take some of theirs for our peak load. Their peak comes at about the time our valley is beginning, in January, and this presents the opportunity which I have listed above as gains which may come through a federation of socially minded companies.

Three days before this article was written another delightful opportunity presented itself to us to be of assistance to a very courageous and idealistic woman and her associates, and I immediately called the office by long distance telephone to present the situation in which these people found themselves.

At present I do not wish to use the name of the company because of the possibility that if our assistance became generally known it might lessen the chances of our lending such assistance again.

The company to which I refer is a large one employing about a thousand men during their peak load. For many years its labor policies were as ruthless as those of any in the country, but after the new management secured control of a majority of the stock, they made changes in their relations with their employes which caused great disturbance not only among their competitors, but with other industries and with the local banks. As a consequence they had to appeal to liberals in the East, and to one labor bank for financial assistance, as they could no longer borrow money from banks in their own city. The refusal of the local banks to loan them as before was caused by pressure from other industries upon those banks. It may be that such a situation will arise again, and if there should be at that time a federation of socialized industries they could assist a member who might be in need of money. The reason the company about which I am writing needed money quickly was, first, because large shipments of their product which should have been made during August, and the returns from which would have been received during September, had been diverted to a competitor in spite of a contract binding the buyer to place all his business with this company.

The second reason for need of additional money quickly was because their sales had increased unexpectedly.

When I explained the situation to my associates in Indianapolis, a committee discussed and voted unanimously to loan this company $20,000.00 for a few weeks. I am sure all of us feel that we were very fortunate that this opportunity was presented to us, and that we were in position to respond helpfully. Had we been federated with other companies at this time a much larger sum could have been loaned than we were able to do.

It will be helpful if readers of the Cauldron will write us if they know of any companies who might like to join such a federation as I have suggested.

—Wm. P. Hapgood.

SOME INTERESTING ECONOMIC FACTS

Among the many interesting statements to be found in the two volumes entitled "Recent Economic Changes," which is a report of President Hoover's committee investigating into the American Industrial and Economic System, is the following:

"Never before has the human race made such progress in solving the problem of production. If poverty and industrial distress still exist, it is because of our inability to keep our industrial machinery in operation and to distribute equitably the resulting products. It is not sufficient to be able to produce abundantly; we must also be able to distribute intelligently. Until comparatively recent times, the problem of industry was to produce in sufficient quantity to supply the demand. Today the problem of industry is largely that of disposing of its products."

And, again the following:

"The government census of manufacturers shows that in 1927 the average product per worker was $7,416; of this sum the wage earner received $1,297 and $2,005 went to capital, covering salaries, advertising, interest, depreciation, and profits. This was the largest margin between labor and capital accounts ever shown by any census."

The following table gives the figures for fifteen of the principal lines of employment, showing the average wage, the share of the product going to labor and the share labor received of value added to raw material by manufacture:

	Average Wages	Share of Product	Share of Val. Add.
Food products	$1,211	7.5	28.5
Textile products	1,040	19.6	43.6
Iron and steel	1,514	20.4	47.6
Lumber products	1,073	26.9	50.9
Leather products	1,151	19.5	46.7
Rubber products	1,395	16.2	35.0
Paper, printing	1,551	18.5	30.6
Chemicals	1,355	8.4	22.8
Stone, clay, etc.	1,315	28.6	45.3
Metals, nonferrous	1,406	14.3	42.4
Tobacco products	814	9.1	14.2
Machinery	1,452	24.0	38.9
Musical instruments	1,413	26.8	44.6
Transport, equipment	1,682	17.7	46.4
Railroad repair	1,513	50.3	87.2
All industries	$1,297	17.3	39.3

According to the report, industrial production increased 175 per cent from 1899 to 1925 while the country's population increased 54 per cent. The per capita output of manufactures thus increased 80 per cent in twenty-six years. Primary horsepower increased over 250 per cent while the average number of wage earners increased 80 per cent. Between 1899 and 1923 the physical volume of production increased 161 per cent corresponding to increases of 230 per cent in primary horsepower and 88 per cent in manpower. The increases in manpower, horsepower and the physical volume for the individual industrial groups were:

	Man-power	Horse-power	Pro-duction
Iron and steel products	105%	309%	204%
Nonferrous metal prod.	104%	468%	330%
Chem. and allied prod.	106%	468%	330%
Stone, clay and glass	50%	274%	131%
Lumber and its manu.	36%	58%	4%
Paper and printing	79%	201%	275%
Textiles and their prod.	67%	173%	103%
Leather and its prod.	39%	163%	51%
Food products	108%	124%	111%
Liquors and beverages	* 42%	* 2%	.....
Tobacco manufactures	12%	95%	137%
Land vehicles	248%	759%	4434%
Miscellaneous	155%	637%	.....
All groups	88%	230%	161%

*Decrease

The ouput per person was doubled but real wages (based upon purchasing power) was increased only 35 per cent. Bernard Baruch calls this "the most baffling problem of our civilization," and acknowledges that the unimpeded law of supply and demand has "worked havoc."

The machine lifts great burdens off the backs of men; it increases production and makes things cheaper, thus raising standards of living for the masses; it has shortened the hours of labor until the eight-hour day is rapidly becoming the rule and the forty-hour week is on the way. But it turns thousands out of work. Unemployment is great right when prosperity is greatest. Paul Douglas says 2,000,000 workers are unaccounted for in employment statistics. A machine does the work of three men, so two lose their jobs and no provision is made for them; it increases and cheapens production but the worker gets only a slight increase and capital takes the major part. Cannot the same inventive genius and engineering capacity that creates the machine somehow engineer a better deal for the wage earner?

Sampel Gompers put what labor wants in the following words: "It wants the earth and the fullness thereof. There is nothing too precious, there is nothing too beautiful, too lofty, too ennobling that is not within the scope and comprehension of labor's aspirations and wants. We want more schoolhouses and less jails, more books and less arsenals, more learning and less vice, more constant work and less crime, more leisure and less greed, more justice and less revenge—in fact, more of the opportunities to cultivate our better natures, to make manhood more noble, womanhood more beautiful, and childhood more happy and bright."

Such words are eloquent but not very definite. What labor really wants is a better division of the common profits of business. The worker wants more income, shorter hours, more leisure, and thus a definite, concrete, material chance at the better things of life. One-third of the wage earners are on the way to obtaining the better things of life, but two-thirds of them are not. No family can live decently on an average wage income of $1,300. Because they cannot the homemaker goes to work, the children quit school to go to work, and tens of thousands of wage-earning families live on a "deficit economy," i. e., with less than an average of the good things of life. The wage-earner bears the brunt of unemployment, sickness, accident, bad times, and of the law that puts property right above human right. The average actual income of wage-earning breadwinners cannot be much above $1,000 in this country.

Anyone who will take his pencil and try to itemize a budget for a family of five will know what is meant by a "deficit economy." The federal bureau of labor carefully and scientifically figured one out in 1919, basing prices on those of industrial cities. They said this "budget fails to include many comforts that should go into a proper American standard of living"—nothing for savings, vacations, books, or educational purposes, and very little for health or recreation. It covered merely that "bottom level of health and decency below which a family cannot go without danger of physical and moral deterioration." The income required to cover it was $2,162.47. The decrease in prices or the increase in the purchasing power of the dollar has added about 7 per cent to the value of income since 1919. But at least that much should be added to cover the items of health, savings, and culture omitted from this budget. In fact a decent living budget would have to be put at $2,500 for a family of five. There are no more highly skilled men than those who operate railroad trains, and none with greater responsibility upon their shoulders; the average of their wage in 1928 was $2,404, while that of factory workers was $1,246.

—Dr. Alva Taylor.

THE STATUS QUO!

Very often in the course of one's every day activity, one is met with the question, "Why are you dissatisfied with the present industrial order?" The question is usually put by those persons within present day society who are very well situated and who consequently think that we live in the best of all possible worlds. It is not always easy to state, at a moment's notice, why one is dissatisfied with things as they are; for to marshal all the arguments and state the fundamental causes of one's discontent, one has to select from a whole range of minor and major dissatisfactions and then present them in more or less logical form. It is good exercise for any of us to sit down to state the case against the present industrial regime and then think it over, urging others to do likewise.

In explaining the cause of one's dissatisfaction, one should first explain that one looks upon the present industrial order from the point of view of a worker —that is from the point of view of one whose means of livelihood is that of selling his ability to do intellectual and physical labor, for unless that is understood at the outset, one's subsequent statements are not likely to be very clear or to convey much meaning.

The following four paragraphs seem to contain the essential reasons for the average worker's picture of what we call capitalist society:

(1) For all his toil, it does not supply him, in many cases, with an income sufficient to give a comfortable livelihood for himself and his dependents together with a margin for rational enjoyment and for saving.

(2) It has failed to give him security of livehlihood, however willing and eager to work he may be; accident, a spell of sickness, or a shortage of work due to no fault of his own, may at any moment throw him out of employment, use up his savings, and inflict hardship and humiliation on his children. Of all these menaces unemployment is the most serious, and it inspires the belief that there must be something wrong with a social order in which, amidst flaunting luxury, such insecurity haunts the life of the worker.

(3) The existing industrial order denies him the status which seems proper for a free citizen. He may be dismissed at a week's or a day's notice, and thus deprived of his livelihood without redress or appeal, perhaps for no better reason than that he has offended an autocratic foreman. While, as a citizen, he has an equal share in determining the most momentous issues about which he may know very little, in regard to his own work, of which he has knowledge, his opinion is seldom asked or considered, and he has practically no voice in determining the conditions of his daily life, except in so far as trade-union action has secured it. Indeed, where management is inefficient and autocratic, he is frequently compelled to watch waste and mistakes of which he is perfectly well aware, without any right of intervention whatever; and this despite the fact that, when these errors result in diminished business for the firm concerned, he, and not the management, will be the first to suffer by short time working or complete loss of employment.

(4) Knowledge of the financial results of industry and of the division of its proceeds is denied to the worker, and of this he is becoming increasingly resentful. He has little means of judging to what extent he is in fact participating in the fruits of his own labors, or whether or not he is getting a "square deal"; and his dissatisfaction with the existing order is proportionately intensified.

EVERYDAY COURAGE NEEDED

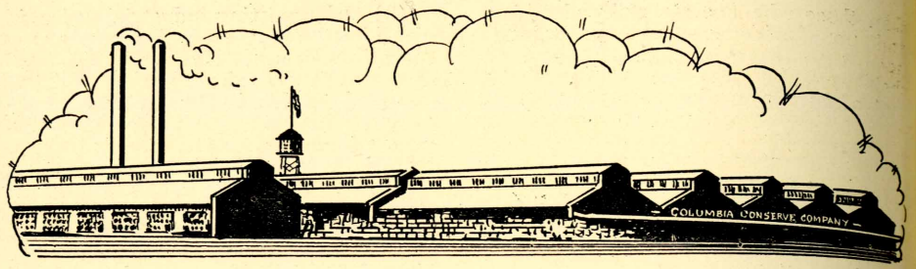
The following speech was delivered before a jury by a promising young ambulance-chasing lawyer, on behalf of a client whose cow had been killed by a train:

"If the train had been run as it should have been ran, of if the bell had been rung as it should have been rang; or if the whistle had been blew as it should have been blown, both of which they did neither, the cow would not have been injured when she was killed!"

Her Dad: "Do Englishmen understand our American slang?"

Another Dad: Some of them do. Why?"

Her Dad: "My daughter is to be married in London and the Earl has cabled me to come across."—Book of Smiles.



BUSINESS COUNCIL NOTES

Regular Meeting August 2, 1929

Minutes of the previous meeting were approved. The only change introduced was the substitution of the word "leader" for that of "foreman."

The first matter of business was the statement by Eric Danysz as to his opinion of the work done by the efficiency expert. Mr. Danysz expressed the feeling that the men in charge of efficiency work were devoting their time too exclusively to time study and paying little, if any, attention to motion study. He also stated that it was the expert's duty to make suggestions with reference to improved methods of work in the various departments, and to suggest new contrivances for doing various kinds of work.

Mr. Shanley was called upon to explain the nature of the work done so far and of the work in prospect. He stated that time and motion study were very closely linked together, and that it was very difficult to perform the one without also performing the other in part if not wholly. He stated also that the matter of making suggestions with reference to machinery was associated with time and motion studies and it was the general practice to suggest alterations and changes in machinery after a very thorough study had been made. Mr. Chesney was called upon to tell Council of the work that he and his associate had performed thus far. In his statement he said that he had been observing very closely the work of the girls in picking pinto beans and boning chicken.

In the case of picking pinto beans he observed nine different operators and as a result he gave us some very interesting figures concerning the relative efficiency of each girl. The figures showed a spread in the matter of efficiency of from 68 lbs. per hour to 242 lbs. As a result of this study, Mr. Chesney thought that a standard of 200 lbs. per hour was a reasonable one, and he believed that each girl should attempt to reach that standard. The work of picking beans, it was stated, is a highly mechanized job, and care should be taken as to the speed at which the conveyors run as well as regard paid to the ability of each one to work at this job. The case of the girl who had picked the low average of 68 lbs. per hour needed attention for the low amount picked suggested that her eyes were defective, and the job was therefore a difficult one for her to perform, whereas it might be very easy for a person whose eyes were in good shape. The ultimate aim of time study, it was stated, is to establish a standard on each job and find out how that standard can be reached by most if not by all individuals. The practice followed in general is to show the figures indicating each person's efficiency at this or that job on a board in the department and by that means each employe is able to see how nearly he or she comes to the standard. This usually introduces a keen competitive spirit into the work and gives a good deal of real joy to the operators. The same spirit often prevails in the performance of work under this system as obtains in the world of sport.

Mr. Chesney reported in his work in making studies of the women boning chicken. As was expected there was a considerable spread in the efficiency of the several operators doing this work, but one of the most interesting things to note in Chesney's report is the fact that some persons observed became very effective during that period while they had been much less effective before that time. Mr. Chesney had not completed his study of the job of boning chickens and was going to work upon it the following week.

Following Mr. Chesney's report the question was asked as to whether our employes were willing and anxious to have their work graded and recorded on a board in the department each day. To the direct question of whether this person or that person believed that it would be helpful to have such grading there were two distinct answers. Some wanted such information concerning themselves, and others, and others were opposed to having such information although there was a small minority that wanted the information concerning themselves. The very real necessity of knowing the truth about our capacities was made clear in various statements in Council, but in spite of the importance placed upon this it was not possible to reach unanimous opinion concerning the matter and it was left undecided until a further meeting.

Mr. Hapgood brought up the problem which surrounds those people in our employ who feel uneasy because they believe that they are not contributing as much to the well-being of the organization as they might. He stated that he had come across cases in which individuals were very unhappy because of this and felt that certain experiences came their way which thwarted their ambition and enterprise. Such people, he believed, ought to receive the support and assistance of an intelligent and active committee and he believed that such a committee should be appointed as soon as possible. The chairman replied to Mr. Hapgood by stating that that was a problem which the H. R. C. should handle and it was decided to refer it to that body.

MR. C. W. KNAPP
of the Sales Department
Columbia Conserve Company

The problem of using the new building in the most effective manner was turned over to a committee, appointed by the chairman, composed of the following people: Miss Franz, Dorothy Nord Holt, Albert Hines, Albert Armstrong, Arlie Myers, Billy Hines, Sr., and Genevieve Hendricks.

This committee is to report back to Council at an early date. In connection with the utilization of this new building emphasis was placed on the need of taking extreme care of the labels if a new location for them was to be found in the new building. It is quite apparent that unless our labels are safeguarded against fire and other hazards, we might be seriously hampered in our work, even to the extent of having to close the plant for from three to six months.

The next order of business was the suggestion placed before Council to the effect that the Columbia Conserve Company might consider buying a tract of land in the country for the purpose of building homes for its employes the same to be rented at cost. This question needs a great deal of consideration and discussion, and it was placed on the agenda for consideration at some future meeting.

Miss Franz made her second installment of her account of her European trip. It was unfortunate that she was not able to conclude because of the interference of rain and thunder. It was thought best to postpone the final edition until our next meeting.

No further business the meeting stood adjourned.

Regular Meeting
September 6, 1929

Minutes of previous meeting was dispensed with.

The meeting was opened by a statement from the Chairman of Council, Arlie Myers, to the effect that the efficiency experts had been at the Columbia for two months and that it would be necessary for Council to decide whether or not it wished to continue to employ them for two more months.

Mr. Chesney was called upon to give a report of the work performed to date. Having made a report, a copy of which is attached herewith, Mr. Chesney invited questions on any point or points which were not perfectly clear to members of Council. Considerable time was spent in discussing the report.

Following the report, Mr. Chesney and Mr. Shanley were asked to leave the room in order that Council might reach a decision as to whether they wished to continue with their services for any further length of time. In view of the fact that Ken Lucas had been working as Mr. Chesney's assistant for some considerable time, Council asked his opinion concerning the wisdom of having

the engineers work with us for a longer period. Ken replied that he thought it was necessary that we should have Mr. Chesney with us for another two months. There was some expression of dissatisfaction with the group's lack of enthusiasm and interest in the work of the engineers, but that aside, a very substantial majority of Council members were in agreement that it would be poor judgment to discontinue the work which has been started, and as a result a motion to the effect that we continue to employ the engineers for an additional two months was put forward. The motion was adopted.

Mr. Chesney made a request of Council for a leave of absence during the week of September 9th for the purpose of completing work which he had started elsewhere. His request was granted after very little discussion.

The next order of business was a report from Mr. Hapgood covering the work of the sales committee meetings which had been held during the week. One of the questions arising from this report concerned itself with the work assigned to salesmen when they return to the plant for shorter or longer periods, in between their sales trips.

It seems that some of the salesmen who are married and have family responsibilities feel uneasy with the necessity that causes them to be away from their homes and away from the plant for a very large part of their time each year. It seems also that some of the younger salesmen have been subjected to a good deal of criticism because of the way in which they approached their work in the plant, and it was stated in this connection that the men themselves seemed uneasy and unhappy when they did attempt to do anything other than sales work. The discussion which followed this report indicated that this problem of the placement of salesmen in the plant was a serious one, and needed Council's most careful attention.

One of the reasons offered for the lack of efficiency on the part of the salesmen was the fact that when they returned to the plant they had no particular job to perform and were quite uncertain as to what they would be asked to do It seems also that salesmen have gained the impression that their work in the plant is not regarded as very important and that that tends to break their morale.

Another reason offered as an explanation of the salesmen's conduct was that they never knew when they returned to the plant as to how long they would remain there. They might be in for a day, a week, or a much longer period of time, and as a result of this, it seems to have been very difficult for most of them to take a very keen, active interest in the work itself.

No final conclusion was reached about this problem, but it was intimated that Council might find a solution by adopting a plan for the salesmen similar to the plan which now operates in the case of Antioch students. Council was charged with giving whatever consideration it could to this problem during the forthcoming weeks, or perhaps months.

Mr. Hapgood next commented briefly on the work which Mrs. Evans is doing with the office girls in the matter of teaching them punctuation and grammar. He suggested to Council that later on, if her health should permit, this same opportunity for assistance in English be given to anyone else who wishes it, and that we try to find out whether there are others who want this kind of assistance.

A recommendation from the sales committee to the effect that they request the services of Dan Donovan was next discussed. In the opinion of the sales department, it is believed that Mr. Donovan has some of the qualities necessary to make an effective salesman and it would like to try him out in that capacity.

Council gave its consent and Mr. Donovan is to be transferred to that department early in October.

A further report from the sales department was made by Mr. Hapgood. This referred to the department's estimate of our sales for the last six months of this fiscal year as against that for the same period for last year. For this year the figure given was $1,433,725. The actual figure last year was $750,851. It was suggested that the question of our budgeting for next year be dealt with through the medium of a budget committee. This is to consist of Miss Franz, Billy Hines, Sr., Mr. Herner, Arlie Myers, Bert Hines and Kenneth Lucas.

Upon the recommendation of the chairman of the needs committee, it was decided to pay to Allen Nelson, a wage worker in the label room, a differential amounting to 16c an hour. It was felt by the committee that Nelson is carrying a very heavy load of responsibility and that his needs were comparable with those of a married man with three or more children. The committee's recommendation was approved by Council 16th.

A further recommendation by the special needs committee was to the effect that Council elect a temporary committee for the purpose of handling general cases among wage workers with special needs which present themselves during the busy season.

The consent of Council was obtained in this matter and a committee made up of the following persons was appointed to act in this matter: Jack Evans, Homer Shelley, and Howard Herner.

Meeting adjourned.

AFTER READING THE ADVERTISEMENTS

We firmly believe that a cigarette may soon be obtainable that will clear up dandruff, straighten bow-legs, correct your stance and take care of the baby while you go to the movies.

—News Item.

A BOOMERANG

A railroad man was ready to make his usual run. His wife instructed him to get her some turkey eggs to set. In passing through a small town a dirty country lad approached the engineer and asked him, "Don't you want to buy some buzzard eggs?"

Seeing an opportunity to play a joke upon his wife, he gave the lad a nickel for them. About a month later he asked his wife:

"How are your turkeys getting along?"

"Oh, I decided it was getting too late for turkeys, so I put them in your lunch."

—Forbes Magazine.

NOT QUITE A CELLAR FULL

The banker asked a man who was trying to borrow money. "How much have you in the way of immediate liquid assets?"

To which the customer cautiously replied, "About a case and a half."

—C. W. R. Hooker.

"Industry must pay a cultural wage, and by cultural wage I mean a wage that will enable a man to develop his intellect, thereby giving him a fair chance to take advantage of the many opportunities that are offered in this free country of ours. That must ever remain the object of a high order of industrial society that gives to those participating in it adequate opportunities to aspire and achieve the very highest and noblest in our common life. Unemployment is the greatest economic blot on our capitalistic system."

—Owen D. Young.

Mother (after relating a pathetic story): "Now, Reggie, wouldn't you like to give your bunny to that poor little boy you saw today who hasn't any father?"

Reggie (clutching rabbit): "Couldn't we give him Father instead?"

—The Churchman.

OCTOBER

I thought I saw a flame, but it was just a maple tree,
A monster clot of blood—it was a gum!
I thought I saw a nugget just as golden as could be.
'Twas just a tulip popular—I'm SO dumb.

I thought I saw a sapphire—it was but the distant dim;
I thought I saw a turquoise—'twas the sky.
I thought I saw an amethyst—'twas the horizon's rim,
October's so deceiving to the eye.

I thought I was in heaven, from the sight and sound and feel;
I doubted very much if I were sober;
Yet by and by I felt the truth into my bosom steal,
There's naught amiss at all, it's just October.

—Converse Journal.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
—Shakespeare—

Vol. 3 NOVEMBER, 1929 No. 10

MR. LEO F. TEARNEY
Sales Department Of
The Columbia Conserve Company

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INDIANAPOLIS

Tools for Handling Men

We are done with little thinking, we are done with little deeds,

We are done with petty conduct and we're done with narrow creeds.

We have grown to men and women and we've noble work to do

And today we are a people with a larger point of view.

We must quit our little circles where we've moved a little ways,

And work as men and women for the bigger, better days.

We must quit our selfish thinking and our narrow views and creeds,

And as people big and splendid we must do the bigger deeds.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

FIRST IMPRESSIONS OF THE COLUMBIA

The following articles have been written by various of our members, who have come to work with us recently. Some of these people came to us because of previous knowledge of the company's activities, while others drifted into the organization simply because they happened to need work and were fortunate enough to seek it with us at a time when we needed assistance. Each one has stated frankly what he or she first saw and thought of on beginning work with us, and, obviously, there has been no collaboration between any two of them.

These articles are interesting enough in themselves, but their value will be considerably enhanced when the authors give us their views concerning the Columbia, after a year or more of intimate association with us. After reading these, we shall all await, with eagerness, the publication of the authors' more mature views.

These are the articles:

New Trails

Numbing fatigue and friendly faces make up my memory of my first days at the Columbia. Gradually, as the weariness faded, I became more astonished by the Columbia employee's friendliness and interest in getting the work out. I had sometimes met with friendliness on previous jobs, but it was always accompanied by instruction in avoiding work. The Columbia's fine working spirit really is astonishing to the newcomer.

My first council meetings brought me strange mixtures of feeling. I was thrilled at the courage shown in the tackling of problems and the blazing of new trails of thought to take the place of habit. I was depressed to realize how much of this work lies in the hands of a few leaders and is passively accepted by the rank and file.

So far, further acquaintance with the Columbia has only strengthened and given detail to those first impressions. I believe that the Columbia would be worth while if only to prove that a business which works wholeheartedly for the good of the employees can make money. I do not think that it has yet proved that the worker can think carefully about the problems of his industry, in relation to the whole confused tangle of our industrial civilization, and then express and defend his conclusions. When he has learned to do that he will be governing himself. I do not know the Columbia well enough to make any predictions about its success, but after seeing workers suffer and do nothing, and hearing college professors talk and do nothing, it is a relief to find a constructive effort to remedy economic evils.

—Charlotte Corbett.

Carrot Peeling Made Interesting

One assuming the duties of a new position looks forward with some degree of uncertainty, with a hope not unmixed with apprehension and misgiving. Thus came I to the Columbia Conserve Company March 22nd, of this year, wondering what duties I would be assigned to and whether I could meet the job specifications. One of my first assignments was to the lowly carrot! To my surprise no one seemed to act the boss as I was accustomed to thinking of one. No one came around with a hard countenance and a gruff voice seeing that each performed his or her share of the work, a

condition which I had not anticipated. My reflection was, "Oh, well, anybody can peel carrots," so why have a boss. Soon I began to feel that uncertainty which comes from not knowing whether I was doing as desired. I began to inquire of fellow workers. Then I began to learn things.

Every worker seemed anxious to do his or her best, and equally willing to aid me to do so. Instead of the spirit of each trying to do only his share, each took an interest in all. Of all who seemed quite willing to assist me to learn my new duties in these early days, Chloe and Lena impressed me as being congenial, considerate and helpful. This spirit induces workers to do their best.

With the close of the week came the suggestion to attend council. What could this be? Is this some new way of imposing on the time of the worker? Only those who know the Columbia Conserve Company know what Council is. It is here one learns the operations of the entire establishment and where one is baptized, so to speak, into the fraternity. Here I learn to envisage the work as a whole. Why carrots are peeled and cleaned, why they are diced, barreled and later put in soups, and how these soups are marketed. Thus one sees how carrots can make profit for the business. Here I realize that where ever one works in the factory one is contributing to the service of the entire organization.

I was ever uneasy about those in charge. What was their reaction to my work? What would they say and how would they inform me if I could not meet expectations? Then one day a call came to me to attend a committee meeting. The zero hour had arrived, what could I say in my behalf? What had I done?

The Salary Recommendations Committee interview me—and then it was to pronounce the verdict. Recommended me for salary!! Working for the group, for myself, and then placed on salary! Who wouldn't have a greater respect for the lowly carrot?

—Goldie Sheets.

A Worthy Motto

One entering the Columbia Conserve Company and going immediately into the plant would be attracted by the sound of workmen busily engaged with their tasks. Upon closer examination, a very striking feature would be the seeming monotony of the work. Why should anyone care to pick up cans and place them on a run from year to year? How could one possibly drive himself to the task of eyeing potatoes or pushing trucks of canned foods for any length of time? Would it be possible to remain even six months? Seemingly there would be no chance of advancement. How very dull the mind would become with no chance for development! What an undesirable place a factory must be!

These disturbing questions are soon answered in a most satisfactory manner. An atmosphere of peace and contentment which reigns in the plant gradually draws others into its grasp, causing them to lose any fears. This, with two other factors, namely a view of the plant and the changing of positions soon put monotony in the background.

Many different operations are necessary to fill a customer's order. Each operation represents a link of the great chain which, when thought of in its entirety, changes from monotony to interest. The other factor of even more importance because of actual contact is the changing of positions.

The work, although quite necessary, does not hold first place, because you are dealing with real people, who strive together as one large family. Friendly smiles, encouraging words, brotherly love, and a helpful attitude are distinct attributes of the social life of the employees.

Their motto, if expressed in words, would seem to be this:

"The road may be dark and the day drear,
Put into someone's heart a word of cheer;
Smile when you are happy and when you're sad,
It will help the lonelier to be glad.
Friend, does your heart joyfully beat
When others have been helped upon their feet?
Can you sing through disappointment and fears,
Though your soul be drenched in salty tears?
If you have carried sunshine everywhere,
How can there be ought but goodness there?
Love is the light which shines in your eyes
And lifts your soul upwards to the skies.
The Heavenly Father is your Loving Guide,
Help others to walk close by His side.
Brother and sister, when such heights are attained,
For others and for self rich blessings are gained."

The question may be asked—Why such self confidence? It is because of freedom. Freedom born of democracy and not of one who says he is a free man in a free country and can do as he pleases regardless of governmental regulations.

The employees of the Columbia Conserve Company do not feel themselves tied to one particular spot or any limited number of square feet. It opens the way to self expressions and individuality.

Another impressive factor is that of the relationship of the leaders and the help. It is exactly as the words express, a leader at the head of a group with help, all cooperating to keep up their share of responsibilities and not the usual relationship of foreman and mere worker.

The race problem is almost an unheard of thing with one exception. There is a pronounced distinction between black and white, which appears exceedingly noticeable in view of the fact that many different nationalities even colors mingle, work, play and eat together.

The most interesting feature is the Council. Through these meetings, one becomes an actual living part of the company. An industry, practicing democratic government, has a closer human touch upon its members.

The discussion group, with free face-to-face talk. makes one feel that someone is interested and not slandering him.

Criticisms are friendly and given in a manner which means to help. The decisions made are fair to the individual as well as the group. Each person is given a chance to express his opinion, which means there is respect for different personalities. As in the schools of today, individuality has an important place in the lives of the members. The relationship between industry and secular education is bettered by the way in which it is regarded by the Columbia Conserve Co. As an ordinary rule, college men and women going into industry rather than professional work are considered very much below par by their fellow students and the professors. If industry is to improve and help to better social conditions, it needs educated people in its organization. The relation between the Antioch school and Columbia is a greater step toward enlightening the educational world and the industrial world.

There is a great era opening for the future industrial and educational world through the example set by the Columbia Conserve Company.

—Mildred Hamilton.

A Difference in Efficiency

Evaluating a concern like the Columbia Conserve Company after merely a week in contact with it, either in the form of studied criticism or enthusiastic support, would be of little worth and out of shallow thinking. But there are some notations which first impressions render of value because they come from conditions outstanding enough to make themselves apparent.

One of the few truly important differences in the aims of this industry and that called capitalistic, as I have noticed it, is that the aim of the Columbia is to make its plant efficient, not in a machine efficiency where the reduction of man power to the very minimum and the increase of machine power to a maximum is desirable, but to find efficiency in the productiveness of time and cooperation of effort on the part of the workers. The nearest I had been to the canning industry before coming here was in a can factory—where cans and not the soup were made. There are many phases of such a plant vastly different to this, but the general industrial rules underlie all manufacturing activities. In that can factory, the ideal of the concern would be, and actually tends toward, the elimination of all human workers. If machines could so do the work that only ten men would be necessary to run the plant instead of five hundred, then the management would be in glory—and incidentally, in exceedingly bloated incomes as well.

But, in the Columbia plant such an objective is out of the vision altogether. Here the ideal situation seems to be to make the machine equipment efficient, of course, but chiefly to produce a cooperation of effort among the workers making that effort as entirely productive as possible, that a lowering of cost will result.

That is, it is not desirable here to lower costs and increase production by eliminating to the possible limit the number of human workers, but to lower costs and increase production by a more complete cooperation of efforts while increasing the number of human workers.

This is contrary to the aim of capitalistic industry, and so seems to me an important difference.

I am interested in such an aim, not only in the way it functions in the production of goods, but in the effect such an aim must have upon the workers themselves. It may be possible that better. more democratic conditions will result in the social and personal activities

of the members of a group whose work-a-day life builds up within them such attitudes. Here may be a means partially if not wholly, of breaking down impaled prejudices, haunting fears, and narrowing exclusiveness which have sapped out so much of the good of life of millions of people. Whether or not this is or will be the result is a matter of much deeper study than a week's observation will allow.

—Gilbert Nowell.

As to Sociology

It is very hard for me to express my ideas of the Columbia Conserve Company, because of my astonishment upon entering the industrial world for the first time. Although the huge machinery and the immense amount of noise, that one encounters at first, seem to be the outstanding factors that impress one on entering a plant, they become the least impressive before the day is over.

Now I will try to describe my most outstanding impressions. Due to the fact that just a short time before coming to this plant I had taken a course in sociology, which is a study dealing with the life of people in the social, industrial, educational and the religious worlds, I found my entry in the field of industry full of interest and expectation.

When I first came in contact with the Columbia workers, I found myself wondering about each one's nationality or descent, and in a few cases I was urged to ask them about this matter; I found that they were chiefly of American birth, and of Northern European stock, although there were quite a few aliens and some Americans of Southern European descent. I am now watching the performance of the various individuals to see whether the teaching of sociology proves correct.

It is well known that it is generally believed that people of Northern European descent are regarded as being harder workers, more inventive and thrifty, a fact which is said to be due to the cold climate of Northern Europe and the scarcity of food. The Southern Europeans are regarded as being somewhat lazy and shiftless, which is again explained by the fact that the climate of Southern Europe is warm and pleasant, and, in turn, this produces a relative abundance of food without great effort on the part of the natives.

I was impressed very much at the Columbia by the number of married women who seem to work here. I asked questions about them and found that approximately a third of the women employees were married with families, and in most cases, with husbands to support them. My study of sociology has tended to make me believe that if you have married women in industry it is bad in that doing so deprives a number of children of the care which a mother should give them. However, there is little hope for the decrease of married women in industry since they have gained such a foothold in the industrial world; and all that now seems possible is to adjust our modes of living and institutions in such a way as to produce the best results for all concerned.

From an educational standpoint, I was naturally interested in finding out how much schooling my fellow workers had received; to my surprise my investigation showed that only about a fifth of the employees have had high school education, which means that four-fifths of them must have entered industry at an exceedingly early age.

My experience of attending council meetings brought me in touch with something entirely new to me, and it showed me that the Columbia Conserve Company believes in social democracy. This can be seen, also, in the plant for workers are very friendly to each other and seem to hold the belief very strongly that they must work together.

College students are being employed by the company with the idea in mind that they will be helpful to point out new ideas in the theory of social democracy to the other workers, and that these workers will also teach the college students a great deal about the running of industry upon the democratic basis.

It is with a sincere hope, on my part, that the theory of social democracy may prove workable, and that the industry in which it is practiced will prosper, that I write these first impressions. I also hope the example of the Columbia will prove helpful in the spread of the democratic system to other industries.

—Lucille Burkhart.

From an Antiochian

After two weeks I can only write with assurance of the welcome which the workers of the Columbia Conserve Company give to the newcomer, and of my impression of the spirit existing among them. My reception by my fellow workers here has been friendly and cordial in the extreme, and everyone has been exceedingly kind in explaining my work to me; it has been the reception, not of someone who will make the competition for power and high salaries stiffer, but of someone who, they believe, will try to aid them in their effort to make the company and its ideals succeed. I hope that I shall be able, now and later, to contribute as much to them as they have already given me in the bolstering of my faith in industrial democracy.

My other jobs have led me to believe that people, as individuals, are kind-hearted enough, and sensible enough, to work together as friends in a spirit of co-operation for the success of *their* enterprise, and not in a spirit of competition for the most advantageous positions within the enterprise. But I had never seen this possibility realized—not even in the social settlement where of all places it should have been realized—until I came to the Columbia Conserve Company.

It is a new and satisfying experience to work just because of a normal desire to do as well as those about me, and because of a real interest in the organization I am working for, rather than because my job depends upon it. And it is a new experience to work where a comradeship exists, not only among workers, but between the workers and those in more responsible positions. At sea I found that the sailors were friendly and human enough with each other, but that the officers looked upon them chiefly as tools, as machines capable, when properly fed and cared for, of a certain amount of productive labor. A sailor and his officer only meet as man to man when both are ashore, drunk, and reaching for the same glass of whiskey; and even then the sailor must be very drunk before he will deal with the other person reaching for the glass, not as an officer, but as a man. It is different at the Columbia Conserve Company! Need I say that it is a real pleasure to work for—and with—Chloe, Mrs. Rice, Mary, and Eula in the labeling department?

I believe that the Columbia Conserve Company hopes to do more than succeed itself; it hopes to encourage other owners to give self-government and a high standard of living to their workers, and to encourage other groups of workers to demand these conditions. Since there is no important political party in America today with these aims for the company to support, it can only achieve them by advertizing its own success to the fullest possible extent; and there is certainly no method of implanting Columbia ideals so effective as a period of direct working experience in the factory. There are important groups of liberals throughout the country who should be persuaded to stop talking and take the same sort of *action* that the Columbia Conserve Company has taken. One of these groups, and I believe an important one, is at Antioch College. I hope that the relation between the Columbia and Antioch will be strong and permanent, and that every year will see three or four of our best students—particularly those majoring in business administration—at the Columbia Conserve Company learning that industrial democracy works, and works well.

Of course these impressions have been summed up and intensified at council meetings. Columbia people, familiar with them, can hardly realize how exhilarating it is for the outsider who finds for the first time a group of workers, each seriously interested in the well-being of his fellows, and each with enough confidence in his fellows to trust his own interests in their hands. I can not write too enthusiastically of the way council meetings have affected me. After each meeting I have felt much as I ought to feel after church, but seldom do!

—Mather Eliot.

Pertaining to Industrial Democracy

The Columbia Conserve Company has an importance to the world that is far greater than the market value of the soup it manufactures.

One of the most important problems which the factory system presents is the problem of how to get democracy in industry. A factory is really a little government. It is subject, of course, to the laws of the state, but it must make hundreds of laws for its own guidance. How long people shall work, what the working conditions shall be, how the profits shall be divided, what machinery shall be used, who shall be employed, how the product shall be sold—these and hundreds of other questions present themselves and they must be decided. The factory cannot be carried on unless they are answered. The question is: Who shall decide them?

In nearly every factory these questions are ruled upon by those who furnish the capital. The workers merely accept the rules and regulations that are laid down. Of course, if a worker does not like the rules and regulations of a

particular plant, he can quit, but in order to earn his living he must seek employment in some other plant with a similarly despotic form of government. Since the worker in a capitalistic plant can quit any given plant when he likes, he is not a slave in the ordinary meaning of that term. Since he has little or no voice in the governing of the plant, he is, however, sometimes called a "wage slave" and this is what he truly is. Nearly all American workers are ruled in a despotic way (although not always in an unkind way. There is a difference between despotism and cruelty. Despotism is not always cruel but it is always distasteful to self-respecting persons.)

In a few lines of work, American labor organizations are powerful enough to give the workers some power against the tyranny of the boss, but organized labor in America is very weak. It is so weak that, aside from a few industries, it may be said not to exist at all. Since the war organized labor in America has tended to grow weaker instead of stronger. This is no proof that it will never amount to much, but at present it is hard to imagine a system of industry that is more undemocratic than that which exists in American industry today.

During a night when only a few stars are to be seen, we are more likely to notice them than when we are when many stars are to be seen. The Columbia Conserve Company has become famed because it is one of the few industrial plants where democracy is sought after by all. When I received an invitation to work at the Columbia for a couple of months, I accepted the invitation with more pleasure than I would have accepted an invitation to ride with Lindbergh.

What have I found since coming to the Columbia Conserve Company? I, of course, have not been here long enough to warrant final conclusions. The following are some of my tentative conclusions:

(1) Democracy at the Columbia exists to a most unusual degree. The council is just as powerful with regard to the Columbia as the Board of Directors is with regard to the ordinary corporation. If any person in the employ of the Columbia does not attend the council meetings or does not take full part in them if he does attend, it is his own fault and not the result of being excluded. If one wishes to sense the difference between the Columbia and the ordinary corporation, let him, if he is an ordinary employee of an ordinary corporation, try to attend a meeting of its Board of Directors. If he insists upon doing so and demands admittance, he probably will be given a free ride in the police department's taxi.

(2) The workers of the Columbia have an interest in and enthusiasm for the work which the workers at most plants do not have. I interpret this as meaning, not that the workers at the Columbia are naturally more industrious than those elsewhere, but that they feel a responsibility for and pride in the factory that is not found in the average old-style plant. This fact is most important for industry in general. It may be that capitalism (meaning industry in which the workers have little or no voice) will be done away with eventually simply because it is less efficient than industries that are democratic.

(3) As a result of the above, there is at the Columbia a willingness on the part of each individual to subordinate his own interests to those of the factory in general that is not usually met with.

What the future holds for the Columbia, no one, of course, can tell. Whatever it is, it will mean much for industrial democracy. To the extent that the Columbia is successful, industrial democracy everywhere will be encouraged; to the extent that the Columbia is unsuccessful, industrial democracy everywhere will be discouraged. The financial welfare of the Columbia then is not a thing to be desired merely for its own sake alone; it is not a thing to be desired merely by those who are connected with the Columbia; it is a thing that is greatly to be wished by every enemy of autocracy in industry, whoever he may be.

—Lloyd M. Crosgrave.

What Is Cooperation?

There are two great commodity distributive movements in the United States today—one just beginning but already of giant proportions, and growing with startling rapidity; the other much older, and of much slower growth, but giving increasing promise of great developments soon. I refer to Mergers and Cooperatives.

It is fascinating to study these two movements at present so radically different in their philosophies of life, if I may be pardoned for saying that a movement has a "philosophy."

The chief idea of a Merger is concentration of power, the union of a number of smaller units into a super-unit, and the direction of this tremendous combination by a comparatively few men almost infinitely removed from sympathetic and understanding contact with the hosts of workers under them. The social situation in such organizations is not different from that in political life under an autocratic government. The fact that the worker in such Mergers, and the public may own most of the stock does not make them any more democratic in reality than if the entire stock were held by the few who govern. Can any one seriously contend that the labor policies of General Motors or of Standard Brands will be in the slightest degree affected or ameliorated by their small stockholders regardless of their number?

As our industrial civilization grows what must become its chief objective if our democratic form of government is to endure? Is it not liberty and protection for the average worker, and the smaller business enterprise? Is the right to vote for our political representatives of any real value if we cannot have a voice in making the rules of our factories and our shops?

"If you own the things men must have you own the men who must have them."

Mergers represent the autocratic theory of life. They aim at inequality. What on the other hand is the cooperative ideal? It is exactly the opposite. Its fundamental aim is decentralization of power, the control by *all* its members of all its policies. It aims at equality.

The cooperative ideal has enthralled the minds of men for thousands of years. It has grown and waned from time to time, and from country to country. Its great difficulty has been caused by the inability of men to understand its significance, and to live according to its rules. Many use the word "cooperate" glibly, but without understanding its tremendous dynamic meaning. They think it means that if others cooperate with them, and go a little farther in generosity than they are prepared to go, it is sufficient if they reciprocate to a considerable extent. They do not understand that cooperation means to go as far as you have the strength to go, and to go *first*. The best definition of cooperation I know is the one Jesus spoke: "Do unto others as ye would have others do unto you." He did not suggest that we wait for others to lead the way. He told us to take the first step, and he implied that we should go on indefinitely.

Why has the world. and especially America, been so doubtful of the power of cooperation? Because it has not understood it, and therefore has not followed its rules. Today interest in it has been revived. It is very significant that this revival of interest has been caused mainly by the tremendous development of the opposite theory of life—the concentration of power in large organizations and Mergers. This development is crushing hundreds of thousands of workers and small businesses. Until recently we have been very complaisant about it, but at last we have become aroused, or at least millions have, I mean the farmers. They have become so aroused that they have forced a reluctant government to assist them, and there has followed the result, most startling in a country where business philosophy to date has been competitive to the last degree, of a 500 million dollar government fund to help farmers' cooperatives.

Perhaps some day we may see the same assistance given other workers, and small businesses, but in the meantime such workers and small business enterprises must learn how to protect themselves.

One such movement among smaller enterprises has already been launched and it is now about to include in its cooperative undertaking wholesale grocers. retail grocers, manufacturers and canners—thousands altogether. This movement is called Red & White. Red & White under its old form of rather limited cooperation has had a steady growth. but I believe there has developed recently among its capable leaders a new vision of its tremendous possibilities, and a keen desire on their part to devote their lives to the cooperative ideal.

Red & White will become a tremendous influence upon American business life if its members understand that cooperation is not a business, it is a manner of living. Its emphasis is on giving and not on getting. Those who are in it only for material profit will retard it, and if they are numerous enough they will destroy it. Those whose chief interest in it is social will nourish it and develop it. A safer and better material life will come to all its members through it, but such material profit must be its biproduct and not its chief goal.

—Wm. P. Hapgood.

An Old Firm with a New Way

I first was employed by this company soon after it located in Lebanon, Indiana. I accepted a position as receiv-

ing clerk and assistant to the shipping clerk. As there was not much receiving to be done I also assisted in the warehouse and one can readily imagine the amount of business handled when I say that four men handled the shipping, and stacked all of the soup and other products that came to us. They included catsup, apple butter, salad dressing, pork and beans, spaghetti with tomato sauce, green tomato relish and twelve kinds of soup. A great many of the products that were then packed have since been discontinued for various reasons.

All casing of goods was done by hand, and the labeling machine was a hand-propelled affair which was engineered by me. I hung up the amazing record of 576 cases of number one cans in one day. Try as I might I never was able to reach 600 cases in a ten-hour working day.

It was in the old plant at Lebanon that the Columbia used its first sanitary can which sounded the death-knell of the solder-hemmed cap, and the old Ayars capping machine which required more people to operate it than are necessary to man a modern railway freight train.

Without the sanitary can and its high-speed closing machines which we use today we could not turn out anything like sixty batches of soup in a day's run.

Usually we would be finished with our work by 3:30 or 4:00 P. M. and would spend the rest of the day in walking about the plant, visiting the other departments, or in preparing for the next day's run. Practically everyone was ready to leave long before the whistle blew.

A great many people who were then at the plant are still employed here. They include Messrs. Hapgood, Billy and Albert Hines, Elmer Heck, Albert Walters, Howard Herner, Ed Proper, and Walter Mullen. Miss Estella Franz paid us an occasional visit from "The City," as we Lebanon Hoosiers nicknamed Indianapolis.

The firm was operated at that time upon the capitalistic plan. Everything was twice as cheap as it is now, and we were paid less than half the wages we receive today.

It was a good place at which to work.

To one who has worked for the Columbia Conserve Company under the old capitalistic plan and under the new, or socialistic plan, the latter system of management presents many interesting phases.

In a world where it is both the favorite indoor and outdoor sport to employ worker as cheaply as possible without thought as to his needs or the needs of his dependents, without regard for medical attention, and with no thought of decent housing conditions and the effect of these on the worker's home life, or the quality or quantity of his daily work, the system of paying a workman on the basis of his needs is a radical and unorthodox departure, to say the least.

Picture, if you can, a business man and his associates who lend their workers a plant fully equipped, allow them to operate it and with the profits allow them to buy the plant for themselves! Sometimes I suspect the workers pinch themselves to see if they are awake, and if they are not tempted to do so, they must realize that this is rather a different scheme of things compared with the peonage system in vogue in many parts of the country, where one is paid his wages and is forced to rent his house and buy his groceries from the company (there being no other place to trade), and finds that he is getting more and more in debt, until the company owns him, body and soul.

How unusual it is to hear an employer say as Mr. Hapgood has so often said, "It is an employer's duty to be responsible for the well-being of his employees. When other employers feel as I do, there will be no need for the poor house, nor even the Community Fund!"

Come to our Council meeting on Friday night. If you can not go home and return in time you may have supper at the expense of the company. There will be an abundance of good food prepared by excellent cooks, and judging from the way that it disappears there won't be much left, so come early.

After the meal is over you will see the various employees assume different roles from those they have played all week. The Personnel Director, Production Manager, Head Bookkeeper, Purchasing Agent, College Girls and Boys, Leaders and Assistant Leaders of various departments, wash the dishes and put the kitchen in first class apple pie order.

Yes sir, they really wash those dishes! Truly, this is a very democratic organization.

Now, Council is called to order and the employees, every man and woman in the organization is urged to vote on the affairs of the company, matters of business, health of the employees and what shall be done about it, a new building, a new piece of machinery, a new truck or automobile, a loan of money to an organ-

ization with which we are in sympathy, life insurance for employees and other problems too numerous to mention.

When a problem is not understood thoroughly someone who does understand it explains it, then the vote is taken and as we vote so be it.

It must be discouraging at times to the people who have made all this possible when they note the lack of attendance at Council and the half-hearted way in which those who do attend take part in the discussions.

One thing of which I am doubly certain is that if Mr. Hapgood questions you on any subject be fully prepared to explain it or bring along a white flag as a token of surrender. He certainly can get to the bottom of things.

With this year's business showing a nice increase and plans for a further increase in business for the coming year, it appears that the founders of the Columbia Conserve Company planned wisely when they forsook the capitalistic system for the socialistic system.

The workers, as a rule, do an honest day's work, more I believe than they would do under the old system. Yet here and there I see a person who, I believe, is taking out of the organization in benefits more than he is putting in in labor.

Also I see among a certain few just a trace of snobbery and in certain departments members "high-hat" members of another department, and also people in the same department are inclined to "high-hat" one another. I do not think the originators of the plan intend this condition to prevail. Time may change it, too.

But taking everything into consideration, the workers are quite friendly as a rule and the concern has grown wonderfully since I first knew it, and while there naturally must be changes both in personnel and equipment to keep abreast of the times, whatever seems to happen —the Columbia is a fine place in which to work.

—Laurence E. Roberts,
Process Department.

ALL IN POINT OF VIEW

Mrs.: I want a shirt for my husband.

Clerk: Is he a big man?

Mrs.: No, he's just an engineer now, but he is going to be.

EDITORIAL

Considerations of space forbid the writing of a lengthy editorial in this issue of the Caldron. Readers will not be disturbed by that fact, for they will find abundant reading matter in other pages of the magazine. In this issue we publish a whole list of reports of council meetings, which have hitherto been held up because of pressure of other work; but, even so, we still have unprinted a report of our H. R. C. meeting, held on August 23, 1929. This we shall certainly let our readers have next month.

This seems an opportune time to remind our readers of their duty in sending in the postal cards we sent them some time ago, stating whether they wish to continue to receive this magazine or not.

Doing so will help us very much.

THAT'S WHY

The feather-brained youth appeared to be worried, and his friend asked him what the trouble was.

"I'm wondering whether I ought to marry a beautiful girl or a sensible girl. What would you advise?"

"H'm!" said his friend. "I'm afraid you'll never marry either, old man."

"Why not?" demanded the feather-brained one.

"Well," explained the friend candidly, " a beautiful girl could do better and a sensible girl would know better. That's why."

UNNECESSARY

"Now, Mary, when you bathe the baby be sure and use the thermometer to test the water."

Returning an hour later, the mistress asked:

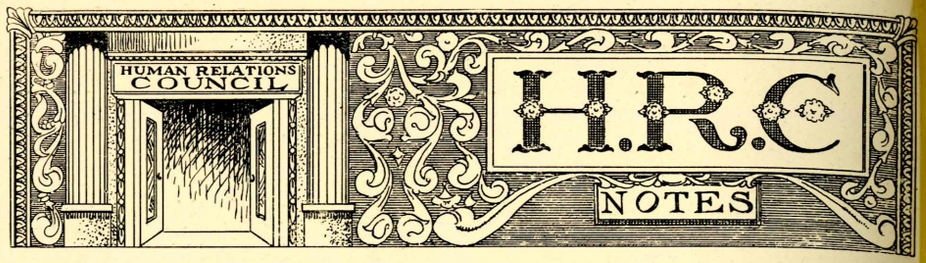
"Did you use the thermometer?"

"No, Ma'am. I can tell without that. If it's too hot the baby turns red, and if it's too cold he'll turn blue."

Small Boy: Quick, policeman. A man's been beating my father for more than an hour.

Policeman: Why didn't you call me sooner?

Small Boy: Father was getting the best of it until a few minutes ago.



Special H. R. C. Meeting, June 18th

This meeting was called for the purpose of discussing the case of Carl Wood, who was given a position on salary with us a short time ago (May 24th). He was placed in the Mechanical Department because it was thought by those who recommended him that he would make a good man to build on in that department.

Arlie reported that on Monday at noon Wood told him he was going home. Arlie took it upon himself to tell him that if he did go home at noon his pay would stop immediately. He reported back to work at noon but failed to come in on Tuesday. Arlie presented his case to Council with the question, "Should we pay him for the time off and should we try to locate him to send his money to him?"

During the discussion which followed, it was pointed out that Wood had been absent a number of times since he came to work with us and for a man who professed to have such a keen interest in our principles it was thought that he was very unappreciative. One member of the Mechanical Department gave us the information that Wood had told him he was going to take a vacation with pay to attend a fraternal gathering.

A suggestion was made to release Carl Wood as of June 21st without giving him the one week's vacation which would have been due him or the two weeks' pay which it is customary for us to give anyone whom we release.

Unanimous consent was given to the week's meeting regarding requests from them for donations to funds.

A report also was given covering the work done in regard to our group Life Insurance plan during the past week.

The first matter of business to be presenteed for discussion at the meeting was "consideration of what we shall do with respect to considering the labor policies of the companies from whom we purchase supplies and do business with. If there is a possible choice shall we favor those firms having more liberal labor policies?"

The purchase of meat and kindred supplies was cited as a case in point. It was stated that Kingan and Company, from whom we purchase some of these supplies, has a notably bad reputation as to treatment and payment of its employees. Low wages, irregular employment, and inadequate compensation and care for the workers who have sustained injuries on the job were charged against this company. It was said that a large number of the families of these employees became semi-public charges as a result of these conditions which might be improved upon a great deal.

Considerable discussion centered around the two parts of this general question. One point mentioned was the need to obtain supplies of sufficient high quality demanded by us for use in our products. Another point was the problem of refrigeration and holding goods in good condition, especially meats, butter fats and kindred items, which involved the matter of shipping from a distance. Consideration on the two sides must necessarily be given:

(a) Receipt of supplies of the quality needed to maintain our standard of high quality products;

(b) When a choice is at all possible that we favor trading with those firms having the most liberal labor policies.

In order to secure information more reliable than mere hearsay evidence it was decided that a committee of three members should be appointed to investigate various firms and bring back reports concerning them. The chairman was asked to appoint a committee.

The purchase of coal and the choice of railroads with which to deal were entered as two other fields needing investigation by this committee.

The next matter presented was a request from Antioch College that we consider the employment of two more girls on the cooperative basis. The college has sent in the applications of two girls, Dorothy Clapp and Janet Edge, whom it thinks are good candidates for work with us.

Discussion on this showed a feeling in the group that the girls thus far sent to us from Antioch had been good workers and a wholesome influence, on the whole. It was thought that their contracts with the Columbia had been helpful to them and that the working arrangement had proven mutually satisfactory. Points mentioned in favor of having two girls at the plant each work period instead of one as at present were:

(a) That living arrangements for the two would be much cheaper.

(b) That two here together would tend to give moral courage and added strength to each other—thus a happier psychological situation would be possible.

It was taken by consent that we accept two additional girls from Antioch on the cooperative basis as soon as the school can arrange to send them. These girls will start on the wage basis.

Another application for employment with us had been received from Dora Deight—a young woman now employed by the Westinghouse Co. at Pittsburgh, Pa. Miss Deight wishes to come to the Columbia because of her interest in Industrial Democracy. She has some information concerning our experiment and wants first-hand contact with it. Two persons had slight information concerning the applicant and volunteered same. Mr. Hapgood had met her in Pittsburgh following a speech he made there. Dorothea Nord-Holt had met her at a Y. W. C. A. Conference in New Jersey during her vacation. Both spoke favorably of her. Jack Evans gave what information he had received through her application. After slight discussion it was agreed to by consent that we offer Dora Deight a position with us at the minimum salary, and agreement to pay her traveling expenses to Indianapolis. This is subject to the usual medical examination and she is to come at her earliest convenience.

Next Jack Evans reported that no definite information was available about securing a budget advisor.

Two matters were presented by Mr. Hapgood for further discussion:

(a) The matter of more careful check up on the ages of the younger new employees and the securing of age certificates from any one who seemed to us doubtful of being 18 years old.

(b) The matter of credit being given to salesmen for attendance at council meetings when they are absent on sales trips. He doubts the necessity of this.

Explanation was offered on the latter point that all persons are credited with attendance at council meetings when absent because of company business.

The next item presented was a request by Mr. Hapgood that we consider teaching our office stenographers English and punctuation. He stated that all of them were deficient in these respects and considerable time was lost correcting errors and rewriting work. Jack Evans supported this statement as did Miss Franz. It was suggested by Mr. Hapgood that we ask Marion Evans, who is well qualified to teach these things, to give one hour each day to each of the three girls in the office, providing she feels physically strong enough to undertake the work.

Mrs. Evans was present and expressed a willingness to undertake the job and felt quite able to do it physically. It was agreed to by consent that Mrs. Evans be asked to do this work and that she start next Monday, July 29th. She will arrange her hours at the plant to suit her convenience in relation to her home duties. Remuneration for such services will be discussed at our meeting next Friday night.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting, Friday, July 26

The meeting was called to order at 8:45 P. M. by Temporary Chairman Jack Evans, following the regular business council meeting. Minutes of the previous meeting were summarized.

A report was given By Jack Evans with respect to the replies sent to the Central Labor Union and the Methodist Hospital following the decision of last

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Regular Meeting, Friday, August 2

The meeting was called to order by Acting Chairman Evans and the minutes of the previous meeting were summarized.

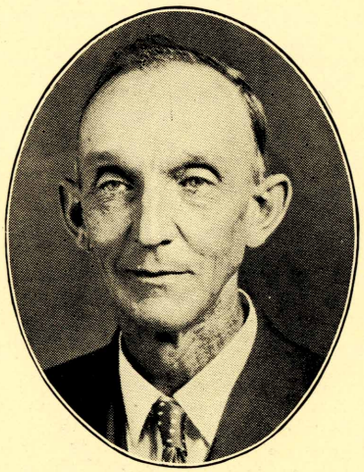
The chairman announced the appointment of three members to the committee for investigating labor policies of firms with which we do business. These were Homer Shelley, Claude Pennington and Clarabelle Cook.

The first order of business was the matter of remuneration for the services of Mrs. Marion Evans who has agreed to teach English to the office stenographers. Mrs. Evans opened the discussion by offering her services free of charge. Her reason for this was because she thought that since her husband was being paid a salary to cover the needs of

his family it was unnecessary to add to that sum by being paid an amount of money for her own services, and that it would be contrary to the practice of payment according to needs if the company were to do so. Following this statement general discussion was entered into.

There was a feeling in the group that the reasoning presented by Mrs. Evans was logical and the spirit prompting it was commendable. However, there was considerable opposition to the idea of no payment being made to the wife in a case like that.

It was thought that the total amount being paid to the two should remain the same, since it did cover special needs, but that there should be a division of the income to allow recognition of payment for services rendered by Mrs. Evans. There was some discussion as to whether any payment at all would be a violation of the principle governing married couples in our employ, and the rule covering double incomes. There was unanimous agreement that the total income now being received by Jack should not be added to by payment to Mrs. Evans, but that a division of the same should be made to cover remuneration for the teaching of English by Mrs. Evans.



MR. ELMER BURKHART
Shipping Room
Columbia Conserve Co.

The final decision was on that basis and it was agreed to by consent that we leave it to Marion and Jack as to how the division is to be made; that is, the amounts they would allot to each other for services performed.

The next order of business was the request for an assistant in tomato contracting field work, and in the pulp house, made by W. H. Hines. It was stated that another man is needed in the Purchase Department to help Mr. Proper in tomato contracting and field checking and also to assist in the general work of the Purchase Department. During the coming tomato season this man could be used effectively in helping to manage the pulp house work, too. Billy asked for consideration of this need and suggested the name of Norman Eickhoff as a possible candidate for the job. Norman is a young man quite well known to a number of the Columbia group. He has been a salesman for the Ford Motor Car Company for some time, but has had a background of farming experience, too. Billy recommended him as being qualified to fill the job for us in the field mentioned, and as being a reliable type interested in joining our organization. In the discussion following the presentation of this matter some doubt was expressed as to the exact need for such a man in our organization and mention was made of the fact that if we did need one we ought to canvass the field inside our own group first to find out whether someone isn't available for transfer to such a job. After brief discussion it was decided to postpone further action on this until the next meeting. In the meantime an investigation should be made to determine the need for such a person and the possibility of selecting someone already in our employ for transfer to the job if needed.

Following this several things were mentioned briefly for discussion at our next meeting.

1. The salary recommendations committee presented a group of names for discussion then. These included Goldie Sheets, Norris Glidden, Harry French, Walter Ferguson, Vieb Postma and Dollie Franklin.

2. The name of Robert Hendrickson was presented for discussion relative to need for dental care. Hendrickson is a wage worker.

3. Mention made of a request for financial assistance made by the Grace Community Church of Denver, Colorado, to help support boys' club work carried on by that body in the interest of boys from workers' families.

4. A report on group insurance data.

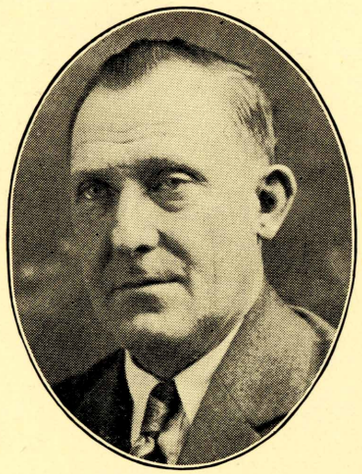
5. A suggestion for possible helpful cooperation between ourselves and "The Silk Guild, Inc.," of Paterson, N. J. This company is operated on a plan patterned after our own system of government and is in need of some cooperative assistance at the moment. This will be explained by Jack Evans at our next meeting.

The last item of business was a request made by Eric Danysz, a wage worker, to have his case considered on account of confusion in his mind concerning the system of payment of wage differentials. Because there seemed no grounds for exception to any established rule governing wage payments, and since the case seemed to involve consideration of special needs, it was decided to turn the matter over to the "Needs Committee" for investigation. That body will be asked to report on this matter at the next meeting and, if possible, bring in a recommendation concerning it.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting. 7:30, Friday, August 9

The minutes of the previous meeting were summarized and the first order of business to be presented was the matter of an assistant in the Purchase Department, which had been deferred from the last meeting. After brief discussion it was agreed to by consent that the Purchase Department needed the assistance asked for. No one seemed available for the work among the young men already in our employ and it was decided by unanimous consent to offer the position to Norman Eickhoff. This will be on the salary basis, subject to the usual medical examination, and he is to start work with us at his earliest convenience.



MR. JOHN RONEY
Cook, Kitchen
Columbia Conserve Co.

The next matter presented for discussion was relative to the question of whether or not we would consent to employing a limited number of minors. A number of factors entering into this problem were discussed. Among the arguments listed in favor of hiring a few well chosen and deserving minors were:

(a) That we had a need in the group for developing intelligent young people into worth while, active cooperators and that young workers between the ages of 16 and 18 years were impressionable and good molding material.

(b) That we could give these persons employment during their summer vacation period and during that time utilize their services, stimulate them to more active. intelligent thinking on industrial relations problems, and give them financial assistance to carry on their school activities later.

It was thought that perhaps, in some instances, it might be true that such an experience would result in the minor returning to our employ after finishing his schooling.

Arguments advanced in opposition to employing minors were:

(a) That the difference of the eight hour day required for minors and the nine hour day, which is at present our normal working day, made necessary a shifting of working operations to cover the one hour break for the younger workers. Past experience had shown this to be an inconvenience but not an insurmountable difficulty.

(b) That young people between the ages of 16 and 18 years were subject to psychological and physiological moods of ups and downs and were hard to manage successfully in a group of older, more seasoned workers. This was especially true if there was not a good deal of sympathetic understanding of youth amongst the older group.

(c) That, in so far as financial necessity was concerned, we, as a group, thought it more advisable to employ older workers, pay salaries to them which included educational needs of children and, in the long run, benefit society more by keeping such children in school.

(d) That the vacation period mentioned as a possible time for employing minors came at a time when our own plant vacation period normally occurs and that the time following that shut down period was too short for any real constructive educational service to them.

(e) That a strong feeling of group sanction is necessary if the experiment of trying to teach social industrial philosophy to such a group of young people through brief contact is to be successful and at this time there is not much evidence of such an opinion.

After quite a lengthy discussion it was taken as the sense of the meeting that

at this time we are opposed to the employment of minors by us since a strong majority were of this opinion.

The next item of business was the discussion of the names presented by the salary recommendations committee at the last meeting. The following persons were accepted for salaried positions without much comment: Goldie Sheets, Label Department; Norris Glidden, Kitchen Department; Harry French, Capping Room; Vieb Postma, Shipping Department; all are subject to the usual medical examinations.

Dolly Franklin's name was amongst those discussed but because of some doubt as to whether she was 18 years of age it was decided to hold up decision on this case until she produces an age certificate or some evidence verifying the date of her birth.

Walter Ferguson's name was presented but was questioned on the grounds of attitude and some doubt as to his general fitness for acceptance for salary. The leader of his department (shipping) was not present and certain information asked for from him was not available. Because of the questions raised it was decided to postpone action on this case until next Friday night.

Next a report from the Needs Committee was presented by Arlie Myers, chairman. With respect to the Danysz case, which was submitted to this committee at the last meeting, the following recommendation was made:

"That if the company doctor agrees that Mrs. Danysz is physically strong enough she is to be permitted to work half days. If she works, Eric will sacrifice the 10c wage differential given to married men whose wives are not gainfully employed. Because of financial needs incurred in the process of studying industrial conditions in this country, and the necessity of getting back to France since the time limit extended them under the immigration laws is near expiration, we agree to pay the traveling expenses of Mr. and Mrs. Danysz from Buffalo, N. Y., here and from here to New York City. This consideration is due to a belief that the studies in which the Danyszs are engaged will be socially beneficial and that the circumstances surrounding their case involves payment for special needs."

After brief discussion the committee recommendation was accepted. It was explained that the committee had made a careful examination and had based its recommendation on actual budget figures provided by the Danyszs. It was stated, too, that the committee had had some difficulty in making the two see that such payment by the company was socially just and not "too generous," as they termed it.

The next case for discussion was that of Leo Zike. Leo had recently suffered the death of his wife and his status is now that of a widower with two small children to support. He is no longer entitled to the marriage differential, but becomes classified under consideration for special needs.

Upon request he had submitted a budget estimate of his needs to the committee and this had been carefully considered. The committee recommended that, on the basis of this estimate, Leo be paid a differential check for $10.00 per week to cover special needs in addition to his regular salary of $27.00 per week, which makes his totally weekly income $37.00.

Included in the budget, as estimated, was a sum of money to meet payments on an automobile. In the general discussion which followed the question was raised as to whether such a charge constituted a need or not. The committee explained that it felt that under certain circumstances an automobile was a recreational necessity and that in its opinion such was the case with Leo. He has his two small children to care for and about the only way he can provide recreation and transportation for himself and his children is by use of his automobile.

Finally a question was put to the council as follows:

(a) Are you in favor of giving the Needs Committee authority to consider an automobile as a reasonable need in making recommendations in certain cases?

(b) That each case be considered on its merits?

The answer to this was in the affirmative. After further discussion it was decided by unanimous consent to accept the committee recommendation in regard to Leo's case.

After recess at 9:00 P. M. the case of Robert Hendrickson, a wage worker in need of dental care, was presented for discussion. Jack Evans reported that a recent examination of Hendrickson had shown that he was in urgent need of having his teeth fixed and that the bad condition of them was affecting his health very adversely. Bob has had considerable criticism offered to him on account of poor attitude and generally poor workmanship since he has been in our employ. He was given a second chance with us after release because of his inability to perform the kind of work we had for him to do. This was given him because of economic need on his part and a belief that he might improve his attitude and work. He has shown no improvement in either since his return. However, despite this there was a feeling that he might benefit from proper dental care and that his general health would improve and this, in turn, would be reflected in his attitude and workmanship. On the basis of this belief it was recommended that we extend to Hendrickson, a wage worker, the dental aid needed, and experiment with him in an effort to get results through this channel of health improvement. After criticizing Bob severely for his past performance and attitude council agreed by consent to offer him the necessary dental care in a further attempt to help him. Bob was present and promised to do his best to merit the consideration given him.

Jack Evans reported that the need for assistance, mentioned at the last meeting, with reference to The Silk Guild, Inc., of Paterson, N. J., was no longer felt. Circumstances within the business had altered and the immediate problem was solved.

The appeal from Grace Church of Denver, Colo., with respect to subscribing $10.00 for an associate membership to help carry on boys' work activities in the interest of boys of workers' families, was discussed next. Explanation was offered to the effect that this work was very worth while from a constructive social point of view and that, in effect, it was carried on in the interest of social democracy. It is sponsored by a large group of liberally minded people and deserves the support of organizations and groups concerned with democratic progress. After considerable discussion it was decided by a close majority to subscribe $10.00 to Grace Church for this work. There was a rather strong feeling in the group opposed to making the contribution on the grounds that only recently we refused to subscribe to a fund being raised in the interest of a local hospital and that this appeal might well be classified in the same category as the hospital fund. The majority opinion was accepted, however.

The meeting stood adjourned at 10:30 P. M.

Regular Meeting, Friday, August 16

The meeting was called to order by Chairman Lucas at 8:00 P. M., following the regular Business Council Meeting, and minutes of the previous meeting were summarized.

In the Business Council Meeting, which preceded the H. R. C., a number of criticisms and suggestions for possible changes in methods, both as to technical performance and human relations had been advanced by Eric Danysg. Mr. Danysg is a wage worker who has been in our employ about six weeks and who has been making a critical study of our company because of his interest in Industrial Democracy. In those matters dealing with suggestions regarding human relations it was thought that some explanation of the reasons underlying practices in effect in our group would be helpful not only to Eric but to other wage workers and newer employees as well. In consequence some half dozen people attempted to explain various aspects of conduct here and council rulings governing procedure. Psychological and historical reasoning was added by Jack Evans. Admission of present defects, explanation of causes and certain effects to date, and a brief picture of hoped for improvements in the near, and in the remote, future towards which we are working were included in the general resume.

Our thanks are due to Eric for his well intentioned suggestions and, although some of his remarks were the result of misunderstanding, due to lack of experience and too short contact with our group, many of his criticisms it would be well for us to bear in mind and continue to try to profit by.

The first order of business to be presented to the meeting was a report from the committee on salary recommendations made by Arlie Myers, chairman. The following people were recommended for salary and discussed individuality:

Lawrence Roberts — Process Department.

Well recommended by his department leader and endorsed by others. Accepted without comment.

Estel Goodnight—Process Department.

Same recommendation as Roberts. Accepted without comment.

Dollie Rusie—Label Department.

Recommended by several in the Label Department. Accepted without comment.

Robert Smith—Shipping Department.

Recommended by several in his department. Accepted without comment.

Walter Ferguson—Shipping Room (whose case was pending since last meet-

ing).

The week's intervention given to secure more information resulted in his department leader withdrawing certain objections and endorsing him as salaried material now. The committee was not unanimous in its recommendation—one member objecting because of Walter's use of language unfit for a member of our group to indulge in and the possibility of that kind of conduct having bad effect upon morale.

It was explained by other members of the committee that Ferguson had been before the committee and told of this and other faults and that he had promised to improve his conduct in these matters. He is a young man and ought to be able to accomplish this. After some discussion it was agreed to accept the committee recommendation to place him on salary.

Ada Condon—Label Department.

Recommended by several members in her department and the kitchen. Accepted without comment.

Dorothy Shake—Label Department.

Recommended to the committee by several members of the group. The committee was not unanimous. One member objected to recommending Dorothy at this time on the grounds that she needed further training and more understanding than she now possesses. Several members criticised Dorothy because of a supersensitive reaction she has to group life. She tends to get upset nervously over imagined criticisms which she thinks other members of the group are making of her all the time. The nervous energy which she wastes in over anxiety and too strenuous performance was spoken of and she was cautioned to use care and to try to control her actions in this regard, and to guard against the inevitable fatique which would result from a continuance of such high nervous tension. It was thought that most of these faults were due to youth and inexperience in industry, or group life. Since Dorothy was told of these characteristics a couple of weeks ago she has made an effort to overcome them and has made some progress. It was decided, after discussion, to accept the committee recommendation.

Leoma Franklin—Label Department. (Held over from last meeting.)

The reason for the delay in this case had been because we did not have any evidence to prove that Leoma was 18 years of age and some doubt had been expressed as to whether she was of age or not. A letter written by her to the county clerk in Oklahoma, where she had been born, asking for information concerning record of her birth was returned stating that no records of births had been kept in that county at that time and no information was available. Because of complete inability to obtain data on this council agreed to accept her statement that she was 18 years old. Since no other objection had been raised it was decided to accept the recommendation to place her on salary.

Council's decision on all these cases was by unanimous consent and all are subject to the usual medical examinations.

Another case was presented for discussion by the committee with no recommendation as to action though three possible courses were suggested, (a) to place on salary; (b) to give opportunity for further trial on wages, and (c) to release from our services.

Otis Sandefur has been discussed by the committee several times, and by council several times, in relation to his work and general fitness for salary. He has been talked to by individuals, by small groups, by leaders in the various departments in which he has worked in regard to his performance and told of his shortcomings. He has been transferred to three different departments in an attempt to "fit" him in to work that he might perform. At present he is working in the Receiving Department. He shows a willingness to work and seems intelligent in conversation, and has a good attitude generally, but lacks ability to concentrate on his work and is very forgetful. His tendency is to talk a great deal, and to listen to others talk, to the detriment of his own performance at times. His forgetfulness and dreaminess seems to be his chief drawback. His mind seems to be preoccupied with problems other than those connected with his work.

The committee could get no one whom it interviewed to state definitely that he felt Sandefur to be qualified for salary, though each one stated that he liked Sandefur and thought him a good, well-meaning fellow. These facts were given to council and discussion asked for.

After some discussion had been entertained it seemed to a majority of the H. R. C. that Sandefur was not qualified for salary at this time. However, there was a feeling that even though Otis had been given several extensions of time on further trial as a wage worker he should not be released just yet. There was a thought that part of his difficulties were

psychological, or other difficulties, perhaps, and that we might discover some means of helping him to overcome the noted defects in his performance. It was agreed finally that we retain him temporarily on wages and that Jack Evans be instructed to interview him again during the coming week in an attempt to discover the reasons for his forgetfulness, etc., with a further report later.

This concluded the cases presented for consideration at this time. A report was given on the following wage workers who had been discussed, but found to be not yet qualified for salary as evidenced by persons interviewed, including the leaders of their respective departments:

Warren Nelson, Ellis Combs and Frank Fabiansky, Kitchen; Allan Nelson, Rosella Hayworth and Esther Trefz, Label Room; Dale Billman and Edna Pavey, Office.

In the cases of most of these people improvement has been shown and it is hoped that they will qualify shortly.

In the cases of the two office girls it was thought advisable to give them a chance to improve their performance as a result of the special lessons in English which have been arranged for them and to reconsider them again at the first opportunity.

The next order of business was the consideration of a request received from persons responsible for the first annual meeting of Progressive Labor groups to be held at Brookwood College, Katonah, N. Y., August 31-September 2, that the company send a representative to the meeting. Explanation of the purpose of the meeting and the good to be derived from contact with such a group of progressive thinkers, as well as our obligation to contribute to the group thinking out of our industrial experiences here, was given by Jack Evans and Dan Donovan. A number commented on the worth-whileness of such contacts and our obligation to support such groups. It was agreed to by consent that we send Jack Evans to the conference to represent the company. The fee to the conference is $10.00.

It was reported that Robert Hendrickson had been sent for treatment to the company dentist. His teeth were found to be in very bad condition and in urgent need of attention.

The committee appointed to investigate the labor policies of some of the firms from whom we purchase supplies had no formal report ready to submit on any one firm. A partial report on conditions at the mine of the Bicknell Coal Company was given by Jack Evans who visited the place recently. His report will be found written up in the "Cauldron." More information will be given council of the work of this committee at a later date.

The meeting stood adjourned at 10:15 P. M. with the date of the next council meeting undecided definitely. The receipt of tomatoes and general working conditions will be the deciding factor in relation to next week's meeting, but ample notice will be posted on the bulletin board.

Regular H. R. C. Meeting, October 11

A review of the minutes of the last meeting was made, the secretary not having had time to write them up in full.

In reply to a question, Jack Evans reported that a rubber stamp had been purchased by the Bookkeeping Department which designated the allocation of various payments in the form. This stamp is used, of course, on the back of each check. This device was regarded as satisfactory until such time as we have need to print new pay roll checks.

The Bookkeeping Department reported to Council that Walter Fergeson, a salaried employee, had left our employ without giving official notice of the fact and it asked for instruction in this case with reference to the custom of paying employees two weeks' salary in advance when they leave. Walter had told Jack Evans that he might leave but had not been definite about it, and he had done the same with Walter Mullen. Council felt that he had treated the group somewhat unfairly in that he left before the busy season was over and that he had promised definitely when placed on salary that he would remain with the company for some considerable time to come. This fact caused many members of Council to express opposition to paying him the customary two weeks' pay, but another large group of people felt it was more important to preserve the custom even in such circumstances as those in the case of Walter Fergeson. There was a long and fairly heated discussion about the wisdom of paying this sum of money but it was finally agreed upon by a vote of eight to four to make payment in this case as in other cases. This vote was accepted as final.

The next matter which came up for discussion was the suggestion that the company should take upon itself the

obligation of meeting in part or in whole the expenses involved in the dental care of employees' dependents. No one seemed to have very exact or accurate information as to what this might cost, and it was decided upon to refer the matter for consideration to the Health Committee with a suggestion that it come back to Council with some plan or other on or before November 1st. The matter of our making payment for time lost on account of sickness in cases where employees are in receipt of sick benefits through fraternal and other organizations was next discussed. To some members of the group it seemed unfair that certain of our members had a double protection in that they enjoyed their salaries while off sick and also additional sick benefits from other sources, whilst under similar circumstances others had to be content with just their salaries. It was explained that most of the people who got this double protection were also making some sacrifices in order to obtain them. Most of them are paying regular dues to the various organizations for the express purpose of receiving these benefits. It seemed that in many cases the system of paying sick benefits was a very complicated one and the benefits paid were hooked up with other kinds of benefits, both financial and social, and that it would be difficult for us to force upon any member to discontinue membership. The feeling of the group was very definitely in opposition to inflicting any penalty on people who receive double protection during sickness and it was decided to leave this matter in abeyance and that nothing be done in the matter at this time.

It was reported to Council that Mather Eliot, an Antioch boy, whose employment by us had been discussed previously, was awaiting our decision upon the matter. He was being held up at Antioch until October 14th so we might have a chance to decide definitely as to what we were going to do in the matter. This matter was left on the agenda until next meeting, but it was emphasized that the urgency of the matter called for a special meeting to be held as soon as possible.

Meeting adjourned at 9:30.

Special H. R. C. Meeting. October 15

The minutes of the meeting of October 11th were read and approved of.

The first matter of business to be discussed was a report by Jack Evans on behalf of the Executive Committee and the Standards Committee relative to Ken Lucas' position as assistant in the time study department. Jack stated that a conversation between Mr. Chesney and himself had revealed to him that the former was considerably disturbed by the lack of progress made by Ken in the new work assigned to him, and that he, Jack, had reported this matter to the Standards Committee. The Standards Committee interviewed Mr. Chesney about the matter, and he told members of that body exactly what he had told Jack the previous day. It seems that the difficulty with Ken arises from his slender knowledge of mathematics and his inability to show initiative and resolution under difficult circumstances. Mr. Chesney was of the opinion that it would be unwise to ask Ken to continue further in the department and the committee believed that Ken's services would be of more value if he were transferred back to his own department under Howard Herner.

In view of the urgency of the situation, the Standard Committee asked Jack to call together a meeting of the Executive Committee and to convene a joint meeting of the two bodies in order to discuss this subject. This was done and and the whole situation was very carefully surveyed.

Finally the joint committee concluded that the best course to take would be to transfer Ken back to the Bookkeeping Department and appoint another in his stead as an assistant to Mr. Chesney.

The second recommendation made by the joint committee was that of placing Dorothy Nord Holt in Ken Lucas' place as assistant to Mr. Chesney and later as leader of the department. The transfer of Dorothy was recommended on the grounds of her general fitness for the work in the time study department, and somewhat because of the difficulties which she met with in her present job of leader in the label room. It seemed to the committee that Dorothy had not been very successful in the leadership of people and that very often her personality is such as to create considerable antagonism between her and those who work for her or with her. It is well known, however, that she has an exceptionally good mind which is analytical and clear and seems to be very capable in the handling of things and ideas as opposed to people.

The committee's recommendation was debated at great length and it was agreed upon by Council that same be accepted.

Coincident with the recommendation to transfer Dorothy came the further recommendation of giving Chloe MeHarry the leadership of the Label Department. Chloe had worked as Dorothy's assistant for a long time and seemed to have a fairly good knowledge of the running of the department. She had been interviewed concerning the possibility of her taking over the leadership of the department and had expressed a willingness and a desire to do so. In view of the difficulty confronting anyone taking on the job for which Chloe was recommended, the committee urged upon all to give her the maximum amount of cooperation and urged upon Chloe, herself, to appoint a capable assistant as soon as possible.

It was decided upon by Council to make the transfer as soon as possible, and a tentative date—Thursday, October 16th—was suggested.

In connection with the above recommendations, the committee further recommended that the night school course in time study and efficiency work for which Ken Lucas had enrolled be transferred to Dorothy Nord Holt. This was also accepted.

A request had been received from John Brophy of Pittsburgh, Pa., for work with us. He had written to Jack Evans giving an explanation of the reasons for wanting work. It was stated that John Brophy was a man of forty-five or forty-six years of age and that he had worked in the coal mines in Pennsylvania for several years. He had been very prominent with Trade Union work among miners and had been active in progressive and liberal social movements generally for a very long time. It seemed a little difficult to Council to find a suitable place within the plant for a man of Brophy's age and experience, but Council recognized the possibility of his being an asset to us, particularly in the management of the business because of his long experience with organized labor. The matter of giving him a definite reply concerning his employment by us was left aside temporarily until Mr. Hapgood came in and gave his opinion as to whether Brophy could be used part time in the sales force.

Another application for employment had come from a Philippino named Eugene Avarientos, who was a graduate of Yale and studied under Dr. Jerome Davis at the Yale Divinity School. He was, until lately, pastor of the Philippine Church in New York, but had left there to gain a wider experience of life within industry. He stated he wanted to come and work with the Columbia Conserve Company partly to make enough money to go home to the Philippine Islands as soon as possible.

There were several questions asked about him, some of which could not be answered because of a lack of information. The question of his race and color came up, and the difficulties which might confront him if he came here were stated very definitely. The matter was taken under advisement until next Friday. In the meanwhile, Jack was asked to write him for more specific information concerning himself and his capacity for working in a canning plant.

Meeting adjourned at 9:30.

Regular H. R. C. Meeting, October 18

A summary of the minutes of the previous meeting was read and accepted. It was decided upon in this meeting to call a special meeting of the Human Relations Council on Tuesday, October 23rd, same to be convened as soon as the Business Council was through with its business. The fact that the secretary could only summarize the minutes of the previous meeting to Council brought up the question of her ability to cope with this work in view of the fact that she was pressed by various other kinds of work and recently had experienced a lack of time to deal with her secretarial job. The suggestion was made that verbatim reports be taken by a competent stenographer, but this was set aside because none of the girls in the office were sufficiently competent at this time to perform this task and to hire a competent stenographer from the outside would be very costly. The value of the summary of the H. R. C. minutes, which is printed in the Cauldron each month, was spoken of by Jack Evans and he stated that many of our readers preferred summaries to the lengthy verbatim reports. It was decided to divide the work between Jack and Dorothy in such a way as to produce the best results for all concerned.

Next matter for discussion was the suggestion made by Jack Evans and Howard Herner that the company buy from Cornell Hewson preferred stock to the value of $123.00 which, it was stated, was to be used to meet a bill which Mr. Hewson has owed Dr. Burckhardt for some time. Howard and Jack felt that it was highly desirable that employees pay off their bills to Dr. Burckhardt as soon as possible so that the doctor might

begin to work on his new plan of work for the company with a clean sheet. It was also felt that in view of the fact that Dr. Burckhardt rendered services to the company's employees at the lowest possible price, they should make every effort to pay him quickly and regularly. This discussion became unexpectedly involved and it was quite apparent that a very definite opposition to assisting Mr. Hewson in this situation existed. It was stated that to assist him at this time would be to extend to him a privilege that has been refused to others in similar circumstances, and that it would suggest discrimination in favor of one man as against others. The inability of people in our employ earning fairly high salaries to meet their bills was questioned very closely and it was expressed by many that the lower paid people could not be expected to meet their obligations promptly and without difficulty if those people earning considerably more than they failed to do so. In connection with this whole matter a passage from a letter written by Mr. Hapgood to the Chairman of Council was taken into account. The letter reads as follows: "I wish to suggest for discussion in the H. R. C. the possibility that the company assume debts of any employee who is badly behind with a definite understanding as to how much he or she will pay per week until the company is reimbursed. Perhaps in order not to interfere with work of the Credit Union, the best way to handle this matter, if Council approves of the plan itself, is for the company to loan the necessary funds to the Credit Union at the same rate of interest as the company pays the bank and for the Credit Union in turn to loan the employee sufficient amount to liquidate his debts. Of course, if this plan is adopted, it should mean that when an employee who received this assistance from the company is judged by Council to be a bad manager, Council, or a committee appointed for that purpose, should have the right to suggest methods by which he or she will be less likely to get in the same position later. For example, if such a man has shown for years that he cannot handle family obligations, it is my belief that his wife should be given the chance and checks should be given to her instead of him to try her out as manager. If the employee who has proven to be a bad manager will not consent to some direction by us, I don't think the company should try to help him."

The discussion which arose from the suggestions made in this letter touched upon many angles, many of which presented some little difficulty in the handling of this problem. It was quite clear that Council felt that every precaution should be taken in the matter of the company assuming the debts of any one of our number found who has difficulty managing himself. It is, however, stated to be very desirable that every employee of the Columbia Conserve Company should discharge his obligations as quickly and as completely as possible. This matter was referred back for consideration by the stock purchasing committee. This committee has had a great deal of experience in discussing debts and obligations with many individuals and this experience may be useful in outlining a scheme which might be worked out to our advantage in the future.

The case of Leona Hall was dicussed next. The Antioch authorities have notified the Columbia Conserve Company that she is to work here as one of the college cooperative students at this plant. She left the company on Saturday, October 12th, and took residence in Antioch on the 15th. She is to remain at school for ten weeks and then come back to us for ten weeks' work. In connection with her leaving us it was stated that no formal resignation was handed in and that it was understood that she continues to work with us on half time until such time as the authorities at Antioch or we ourselves desire a change. Leona will enjoy the same privileges here as other Antioch students and her status as a salaried worker is affected only to the extent that she will be entitled to half the privileges which she enjoyed formerly.

The Health Committe submitted recommendation to Council which had been made to it by Dr. Burckhardt. The doctor, during the course of his experience with members of our group, felt very strongly that there is need for very close and complete examination of all salaried employees, and that this should in many cases include blood tests and, where necessary, X-ray examination. The doctor proposes to assume the responsibility for conducting these examinations himself and to call in the assistance of experts whenever necessary. For this work he asks for the sum of $5.00 per head, and if that is paid him he undertakees to supervise any work that arises as a result of the examinations. It was stated that Dr. Burckhardt stated he would be very glad to make arrangements with Dr. Jane Ketchem for those women who might feel that they would prefer to have themselves examined by a woman doctor.

In reply to questions it was stated that the examinations would be very thorough and very complete and that the examination of the whole group would take considerable time. It is also understood that examinations will take place in Dr. Burckhardt's office. It was decided to accept the Health Committee's recommendation of Dr. Burckhardt's proposal with all being in favor of it except four who expressed themselves as being undecided.

In connection with an application for work with us by Eugene Averientos, Jack Evans reported that he had stated he was physically strong and equipped to do almost any kind of work, and he was financially able and willing to accept a wage basis. It was decided to acceed to his request for work with us, and that he might come at any time on or after Friday, October 25th. Jack was asked to notify him immediately.

An item for the next Council meeting's agenda was submitted which concerned the practice of not paying wage workers when they were off sick. The chairman gave the assurance that this matter would be considered as soon as possible and the meeting stood adjourned at 10:30.

Special H. R. C. Meeting, October 25

The minutes of the preceding meeting were read and approved.

The first matter to be discussed was the one left over from the previous meeting, namely, whether we should pay wage workers for time lost on account of sickness when it can be reasonably assumed that that sickness was brought on by the conditions under which the wage worker worked here. In the course of this discussion several members of Council noted the contradiction that seemed to exist between our practice of paying wage workers for time lost due to accidents met with during the course the working day, and the other of not paying them when they were sick or ill. It was explained that the practice of paying people for time lost on account of accident was due to the fact that we are obliged under the compensation law to make payment of at least 55 per cent of their normal earnings, and that we were almost absolutely sure that when a person met with an accident here that he could not be at work and that we were either largely or wholly responsible for his condition. With sickness, however, it was pointed out that it would be very difficult for anyone, even a medical man, to determine its cause and if we followed the practice of paying for sickness which was definitely related to the work which a wage earner performed, it would lead to the necessity of a great deal of investigation and questioning. It was found out, during the course of discussion, that one wage worker had been paid for the time lost during sickness and at the same time had been given medical treatment at the company's expense. At the time this matter was handled a principle was adopted in which it was stated that any wage worker, who was taken ill, and being in need of medical attention and of financial assistance during his or her illness, the matter be reported to the Health Committee for discussion and action. The only condition which Council stated the Health Committee would have to observe is that no wage worker under the circumstances stated above be paid more than full wages during sickness. Council decided that future cases of wage workers who were sick and needed assistance be handled by the Health Committee.

Mr. Hapgood submitted to Council a number of suggestions with reference to the work of the sales force. He stated first that there was need for an additional number of men in the sales force to increase the drive that has been made over a very long time upon consumer and retailer resistance to private label soups. With the retailer it seems that the resistance has been largely broken, but we believe that there seems to be considerable ignorance on the part of the consumer as to what our soups contain and how they compare with our competitors'. The task of the immediate future in so far as sales work is concerned seems to be to enlighten the consumer and break through his inertia and indifference so that he might be able to appraise properly the quality of our merchandise, and to do this we will have to put in the field more men for demonstration work as well as for the actual job of selling. Council acceeded to the request of the sales department and instructed that it add to its own number to any extent that it deemed necessary. In connection with this proposal to increase the sales force, Mr. Hapgood returned to a suggestion made previously, namely, the one of having salesmen work upon a systematized plan whereby they would be on the road for about half time and in the plant for the other half. This plan is similar to the one now in operation at Antioch College where the students work in industry for five or ten weeks and go back to school for similar length

of time. The difficulties in the way of putting such a plan into operation here had been seen by many before this discussion took place in Council and some of the obstacles in the way of the successful working of the plan had been emphasized.

The Antioch students were asked to give their opinions as to how the scheme of alternation affected them as individuals. Ruth Hutchinson, Charlotte Corbett and Mather Eliot stated that they believed the plan to be a very stimulating and that it had beneficial effects upon them both mental and physical. They found change from school to industry to be stimulating and refreshing, and they were of the opinion that the period of readjustment from one job to another was a very short one and apt to be overestimated by people who had had no experience of alternation. Mather Eliot made the interesting statement that he found the alternating system to be very helpful to him in the planning of both school and industrial work in that he was able to think ahead concerning one job when he was working at another. Several members of Council, who had been suggested for work on the sales force on this alternation plan, spoke of the way in which they regarded this plan from their own point of view.

Howard Herner expressed a desire to try out the plan and to be a member of the alternate sales force, but he expressed a desire also that great caution be taken in the selection of people from departments at times when departments would need the services of both men. In this connection he asked if it would be likely that he and Ken Lucas would be taken from the bookkeeping department at the same time. It was explained that the system would have to be worked cautiously and systematically in every regard if it was to be successful and no one would want to so weaken one department in order to strengthen another when such weakness would mean harmful results for the organization.

A. Armstrong expressed approval of the system but he seemed to doubt the possibility of having it work out in practice especially in the case of leaders of departments.

Arlie Myers expressed doubt about the working out of the system, also especially in so far as it referred to leaders who were called upon to plan their work ahead for a long time. At 9:30 the discussion was in full sway and chairman called attention to the fact that according to our rules Council should adjourn at 9:00 when special meetings were called. He asked whether Council would continue and it was voted that the discussion go on until 10:00, at which time the meeting would adjourn. The remaining half hour was devoteed to further discussion of the alternating plan for the salesmen and the majority of those who spoke during this period indicated their approval of the system.

The matter was left in abeyance until our next meeting and Council adjourned at 10:00 P. M.

Regular H. R. C. Meeting, November 1

The secretary read the minutes of the previous meeting and they were accepted without correction.

By an oversight the question of whether John Brophy be employed by us on salary or wages had not been decided on at the previous meeting. It was accepted as the sense of the meeting that he be employed on salary.

Jack Evans recommended in behalf of the Stock Purchasing Committee that Elmer Heck be given $100.00 in cash for one preferred stock certificate. Elmer had been interviewed by the committe and had asked for $126.00 in order to meet some immediate debts that had been accruing for some time. Elmer has $376.00 in preferred stock and had up to the present time never asked for cash on any of these certificates. After some considerable discussion, council accepted the committee's recommendation.

Jack Evans gave a report of the chief matters discussed at the sales meeting of October 26th. The matter of the alternate system for salesmen was discussed at length and the following suggestions as coming from the sales committee were made:

That Arlie Myers and Donovan alternate, with Henry Rippe taking the place of Myers while Myers is away, and Donovan becoming a member of the rank and file.

That Armstrong and Bogardus alternate, with Chambers taking the lead and instructing Bogardus for an apprentice period of several weeks.

That Howard Herner and Tearney alternate, with Lucas acting in Herner's place when Herner is away.

That Zike and Knapp alternate with Anderson taking Zike's place while Zike is away.

That Eustis and Barron alternate, with Condon training Eustice while he is in the label room.

That Pennington and Davies alternate. That Lucas or Shelley alternate with Hewson.

That Brophy and Walters alternate.

Norman Eickhoff, Billy Hines, Jr., George Gregory and Joe Watson were suggested as possible candidates for sales work, but no alternates were suggested for them.

The chairman of council asked for further volunteers for sales work. Only one expressed a willingness to take on this kind of work. He was Ollie Chambers of the Shipping Department. Hubert Stuvel of the kitchen had told Jack Evans at a previous meeting that he was also anxious to take on sales work.

After a very long discussion about this whole system it was decided to refer the matter of organizing the alternating groups to a committee of three composed of Albert Hines, Howard E. Herner and Jack Evans. Arrangements for seeing that these new men were put on the road to the convenience of the plant and sales department rests with this committee. The committee is to meet early Monday morning. Council approved of all the names suggested for sales work and it now remains for the system to be worked out and for the individuals designated for the work to cooperate with the committee in making the system a success.

An item tabulated on the agenda of council at a request of the members of the Sales Department was next discussed. It was the one, often referred to among us, of buying our groceries at chain stores. Many of the members of council argued strongly and logically that no Columbia worker should buy anything in a chain store, and the reason for this was that they believe the well being and stability of the Columbia Conserve Company rests largely upon the success which attends the effort of the independent retailer in combating the chain store movement in general. The malpractices of the chain stores with regard to their policies in general and particularly with labor were emphasized. It was surprising to find that many council members had no knowledge of the relationship between ourselves and the independent retailer, and consequently attached no importance at all to the question of where they bought their groceries. The discussion was helpful in pointing out the unwisdom of our supporting the chain stores. On the other hand it was very surprising to find old members of council and of the organization justifying the practice of purchasing in chain stores and claimed for themselves the privilege of continuing to do so. It seems very hard to understand the logic behind these people's arguments. Members of the sales force who were present were particularly strong in advocating the complete cutting out of chain store buying by our employees and by and large the members of council supported them. However, there was a minority who claimed the privilege of buying at chain stores if they so desired. No decision of any kind was reached about this matter.

Arlie Myers presented to council the problem of transferring Dad Ditchley from his present work to some other job more consistent with his strength and years than the one he is now performing. Dad expressed a desire for a change himself, but was a little loath to press the matter because he was not sure he was fitted to do any other kind of work with as much satisfaction as he does his present work. Council recognized that Dad at 71 years of age is somewhat frail and weak for the job of firing boilers, and it was decided to transfer him to janitor's work and to place Gene Lobb in his place. Gene expressed a willingness to go to this new job and promised to council that he would do his best at it. The rearranging consequent upon these transfers are to be carried out by Arlie and Jack.

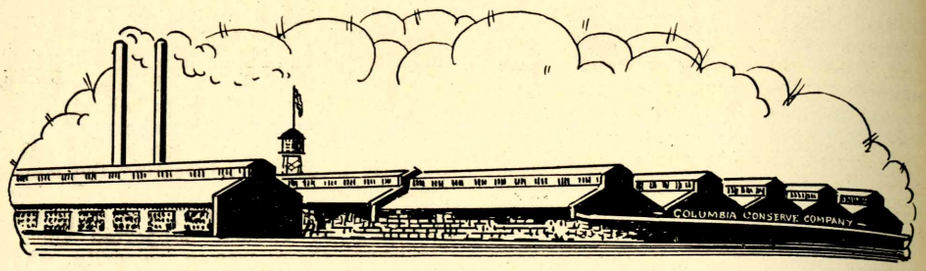
Meeting adjourned at 10:30.

HE WOULD SAY THAT!

New Yorker (incredulously): And you mean to say that in California you have 365 days of sunshine a year?

The Man from Los Angeles: Exactly so, sir, and that's a mighty conservative estimate.

The true role of collective existence is to learn to discover, to know. Eating, drinking, sleeping, living, in a word, is a mere accessory. In this respect, we are not distinguished from the brute. Knowledge is the goal. If I were condemned to choose between a humanity materially happy, glutted after the manner of a flock of sheep in a field, and a humanity existing in misery, but from which emanated, here and there, some eternal truth, it is on the latter that my choice would fall.—M. Naquet.



BUSINESS COUNCIL NOTES

Regular Meeting, September 20

Minutes of previous meeting read, corrected and approved.

The first item of business was a suggestion from Mr. Hapgood relative to rearrangement of office and dining room building.

By consent this matter was referred to the buildings committee for consideration and recommendation.

Next, George C. Chesney's report of September 5th was read by the chairman and was followed by discussion of the Standards Committee. In this discussion it was expressed by several members of the council that there was a lack of coordination between the setting of standards and their application and that the standards were given to the Standards Committee for approval and continued no further. Thus no individual or group seemed to be responsible for the application or "follow up" of approved standards. From this several members of council concluded that the standards committee had no specific value.

After a brief discussion of the personnel of the Standards Committee it was moved and seconded that the present Standard Committee be disbanded. Motion carried.

The subject of a new Standards Committee was opened. After discussion it was taken by consent that the new Standards Committee be elected with power to confer with heads of the departments and to follow up on the use of standards. A committee of five was elected composed of Homer Shelley, Dorothea Nord Holt, Walter Mullen, A. D. Myers and Jack Evans, after which council members suggested various duties which the Standards Committee should perform. Also it was suggested and agreed on that the Standards Committee would hold its first meeting Saturday, September 21st.

After these suggestions and discussions the following question was asked of Geo. Chesney by the chairman, "Are you satisfied with the present personnel in the time study work?" Mr. Chesney replied that the two girls, Lillie Steele and Clarabelle Cook, were very satisfactory and that Kenneth Lucas has qualifications for this type of work and so far as technicalities are concerned he is progressing. However, his nature is such that unjust criticism from some of the workers with whom he comes in contact in his time study work causes him much worry and detracts from his value as a time study man.

After discussion it was the consent of council that Ken should think the matter over until the next council meeting and tell council what his feeling toward his work is then.

Meeting adjourned.

Special Meeting, October 8

Subject for discussion at this meeting being the method of deducting insurance payments from salary checks. It was explained by the treasurer that three months' premiums have been paid to the insurance company while nothing has been deducted from salary checks. Reason for this being that the final rate had not been definitely decided.

After discussion it was moved and seconded that the full amount due be deducted from salary checks of October 18th.

Motion carried unanimously.

The next question was, "When shall the premium due October 26th be deducted from the salary checks?" After some discussion centering on the nearness of the two dates, October 18th and October 26th, it was taken by consent that the employee's part of the premium due October 26th be deducted from the salary checks of October 25th.

This action led into a discussion of deduction date for each month's payment and it was taken by consent that each month's payment shall be deducted from checks on the third Friday of each month.

Following this the suggestion was offered that we have a Hallowe'en party and after discussion it was taken by consent (with a show of hands) that we have a Hallowe'en party on the night of October 28th. The details to be arranged later and notice, etc., posted on bulletin board.

Meeting adjourned.

Regular Meeting, October 11

The first subject for discussion was a suggestion from the Standards Committee that the Suggestions Committee be dispensed with and its duties be performed by the Standards Committee. (The Suggestions Committe is the committee acting on the suggested changes made by the time study engineers.) Reason for this being that some of the members of the Suggestions Committee were members of the Standards Committee and that subjects discussed by the Standards Committee were of value in discussions of the Suggestions Committee. It was therefore felt by these members of the Standards Committee that there was no necessity for a separate committee and that the work of the Suggestions Committee could be performed more speedily and easily by the Standards Committee alone.

After some discussion it was taken by consent that the Suggestions Committee be disbanded and its work be performed by the Standards Committee.

Next a detailed report of the work performed by the Standards Committee covering meetings held from September 21st to October 10th was read by that chairman. There was no discussion on this report.

At a question from the chairman, Mr. Chesney stated that the Standards routine is fairly well established and the work of making standards is progressing smoothly.

The next item was a report by Ken Lucas to the effect that he has definitely decided that he would rather remain in the Time Study Department. His main reason being that, inasmuch as he realizes his own temperament, he believes that he can adjust himself satisfactorily, and, considering the time and personal effort he has already invested, he feels sure that he should continue in this work. (This report refers to the last paragraph in the minutes of the meeting of September 20th.)

Jack Evans stated that there are evening classes being held in time and motion study in this city sponsored by a group composed of time and study and acounting men, and known as "The Industrial Economic Club." The tuition fee which covers texts and supplies is $30.00. Mr. Evans recommended that Ken attend these classes and that the company pay the tuition fee. This recommendation was indorsed by the engineer.

It was moved and seconded that the company pay this tuition fee of $30.00.

Motion carried.

At this point the chairman expressed anticipation of numerous council meetings in the near future and urged that each council member be present at as many meetings as possible.

No further business the meeting adjourned.

Regular Meeting, October 18

Minutes of the previous meeting read and approved.

The first order of business was a report from Howard Herner, chairman of the Budget Committee. He stated that they hadn't completed any work but that they would have other meetings next week and would report later.

Next Jack Evans was asked for a report of the Standards Committee's work. He stated that a few standards had been considered but that most of the committee's work had been devoted to the changing of Ken Lucas and placing Dorothy in his place.

Billy Hines stated that the Building Committee had met but had no report to offer council until further meetings could be held.

Arlie Myers explained to council that the Building Committee had a rather difficult problem to handle because all the warehouses were filled at present. He stated that the committee would have a meeting during the coming week to study more about the rearranging of the buildings.

Arlie then asked if anyone had a problem to present to council.

Bert Hines then explained that Ivan Miles, who works part time under Miss Franz and the other part under him, has been using his own car to run errands for the company for the last six or eight

months and has never objected to doing it. Now that he has a new car he doesn't want to continue to do this and Bert thinks something should be done to relieve the situation.

Arlie asked Billy to make the suggestion to council that he had made the other day.

Billy explained that we had only one car belonging to the company and it was used most of the time in the contracting of tomatoes. He suggested that we buy another Ford coupe for use in the purchasing department and emergency factory use.

After considerable discussion about this matter it was moved and seconded that we purchase a new Ford coupe for use in the Purchasing Department and emergency factory use. It was also decided that both cars should be left at the factory each night and not taken home with anyone.

Motion carried.

The matter of Ed Proper's working hours and his not attending council was brought out in this discussion. After some discussion it was referred to the Human Relations Council as it seemed to be a matter for them to handle.

Next the question of where we should smoke and where we should not smoke was brought up.

After considerable discussion, in which the insurance company's rules were considered, it was moved and seconded that smoking be permitted only in the office building and boiler room. Vote was taken by a show of hands.

Motion carried.

After this motion was made it was suggested that we all try to prevent fire as much as possible.

Arlie Myers suggested that we also be careful about the parking of cars and tell those who come to meet us to be careful also.

No further business the meeting adjourned.

Special Meeting, October 22

The minutes of the previous meeting were read and approved.

A question was asked concerning the work of the Budgeting Committee. Mr. Herner reported that the committee had met several times, and was discussing the planning ahead of production for the balance of our present fiscal year—ending June 30, 1930. Mr. Hapgood made the suggestion that it would be helpful to all concerned if the Budgeting Committee worked a little further ahead and budgeted for the calendar year of 1930; that is, for the fiscal year plus six months ending December 31st.

The members of the Sales Department were asked about the prospects for the sale of tomato soup for next fall and it was stated that the Sales Committee would meet on Saturday of this week and would be able after that to present a report to Council about this matter. It was Mr. Hapgood's opinion that we should need to pack at least twice as much as last year if not more. The point was brought up that if we contract for twice the acreage we had this year, making a total of 4,000 acres, we shall not have the capacity to handle as large a pack as this, especially if the crop is good. The need for planning ahead was clearly seen by the fact that this year we have been forced by circumstances to pay $50,000 more for our pulp bought from other packers than it would have cost us to pack the same ourselves. The lesson of the 1929 pack should be borne in mind by the Budgeting Committee and provision made by it to meet the situation in the pack of 1930 with as much skill as is possible.

The Building Committee had no report to make except to state that it was not considering any new building at this time, and would not do so until it had come to some conclusion about the proposed rearrangement of our present buildings.

Mr. Hapgood asked permission to place before the group a matter referring to his recent experiences with the Rocky Mountain Fuel Company of Denver, Colorado. He began his address with a short statement of the history of the Rocky Mountain Fuel Company in which he told us of the very bad conditions that have prevailed in the mines of this company up to very recently when a change took place in management. Under the old regime the company was run on an open shop basis, showing most bitter hostility to organized labor and going to the length of perpetrating some of the worst practices known to our industrial civilization of today—even to the point of committing murder. The new management is composed of a small group of enlightened liberals who are determined to introduce and work out a liberal labor policy. They began their work by negotiating with the United Mine Workers of America for the working of a union mine or mines (they have five mines) and since then they have been working diligently on the many details that are necessary to bring about a cooperative relationship and understanding with their employees. This policy has awakened the suspicions and in many cases open hostility of the business interests in Colorado, and these, in turn, have exercised pressure on other businesses, including the banks, so that financial assistance for the Rocky Mountain Fuel Company has been difficult to obtain in and around Denver.

At the time of Mr. Hapgood's visit to Colorado, he met with the executives of the Rocky Mountain Fuel Company and found them a little pressed for money—a fact which was due to their increasing business as well as to the withdrawal of assistance by the banks, and, as a result, he suggested that he ask the Columbia Conserve Company to loan them $20,000. This the company had loaned through the action of an impromptu committee called together composed of Howard Herner, Miss Franz, Ken Lucas, A. Myers, Walter Mullen, Leo Tearney, A. Hines and Jack Evans.

The loan was given for forty days at 7 per cent. In replying to our response, Miss Josephine Roche, vice-president of the company, wrote expressing her own and her colleagues' thanks and gratitude for our assistance. Mr. Hapgood asked Council to consider the advisability of extending this loan up to December 15th, an additional forty-five days, and that for this additional period we charge no interest. He explained the reasons for his wanting to grant this concession to the Rocky Mountain Fuel Company and replied to several questions asked him concerning his recommendation or suggestion. In the main, his reason for wanting to act in this way towards Miss Josephine Roche and her colleagues was that he believes that the Rocky Mountain Fuel Company is working for an objective which is closely akin to ours and which deserves all the moral, intellectual and financial support that we can give it. He believes that the fact that we were in such easy financial circumstances at this time should be regarded as an excellent opportunity for us to show our approval of the work being done under such difficult circumstances by the Rocky Mountain Fuel people and it served to show that enlightened experiments in cooperation need the support of each other and the cooperation of one group with another group in order to wage the struggle with the many reactionary and hostile forces that are to be met with everywhere. In meeting the argument that we should make this whole loan on a business basis; that is, with interest in full, Mr. Hapgood stated that he believed it unethical and unsound for us to make money out of a transaction with friends. He believes in helping them to the maximum of our capacity and that we can do in this case by not charging any interest. After a very long discussion and after many questions were asked and answered, a motion to accept Mr. Hapgood's recommendation and to extend the loan for forty-five days without interest, was made. The recommendation was accepted; all members of Council being in favor of it except one who voted against it.

No other business was brought before Council and the meeting stood adjourned at 8:15 P. M.

Special Meeting, October 25

The minutes of the previous meeting were read, corrected and approved.

Mr. Wm. H. Hines made a report on behalf of the Building Committee. The committee recommended the extension of No. 6 building by 108 feet, bringing it out half way the length of the other full size building. The reason for this proposal of bringing it half way was that we needed an access to the open midway down No. 5, and, further, the railroad track leading to the pulp house would not admit to our building the whole length. The new building would give us 3,000 square feet of additional floor space, and in addition we would have room for the Printing and Label Departments in the north end of the new building. There was considerable discussion concerning the wisdom of adopting this recommendation and many questions were asked about the price of such a building. Billy gave as his estimate that it would cost around $8,000.

In view of the pressing need for more floor space and for the rearrangement of the administration building, so as to give room for a Council chamber, it was decided upon to proceed immediately with this new building.

Arising from the minutes of the previous meeting, a statement concerning our loan of $20,000 to the Rocky Mountain Fuel Company for forty-five days without interest was made and this led to a discussion of such statements as "Business is business," and the question was asked, "What is business?" In the course of discussing this matter, a great deal was said about the incompatibility of our adopting all modern business methods and practices and at the same

time seeking to establish cordial and harmonious human relations. The conflict between the ethics of business and those of human relations was emphasized several times in the course of the discussion and it is safe to say that many people in Council learned a great deal of the difference between economic and human values. At the close of the discussion it was unanimously decided upon not to infringe upon our previous resolution to loan the Rocky Mountain Fuel Company $20,000 without interest for a period of forty-five days. The only circumstances under which Council would accept payment of interest would be that it would make Miss Josephine Roche and others connected with the Rocky Mountain Fuel Company happier to make such payment.

Before the close of the meeting, a proposal was submitted to the effect that we abolish the distinction which now exists between the Human Relations Council and the Business Council. This matter was left on the agenda for discussion at the next meeting.

Meeting adjourned.

"The church must, therefore, clearly teach the principle of the fullest possible cooperative control and ownership of industry, and of the natural resources upon which industry depends, in order that men may be spurred to develop the methods that shall adequately express this principle. Only so can the strife and the hatred which now too often obtain in the industrial world be transformed into peace and good will."—General Conference of the Methodist Episcopal Church, 1916.

A preacher said to his congregation: "There is a certain man among us who is flirting with another man's wife. Unless he puts five dollars in the collection box, his name will be read from the pulpit."

When the box came in there were nineteen five dollar bills in it and a two dollar bill with a note pinned to it, saying: "This is all the cash I have, but will send the other three dollars Wednesday."

After being in a terrible train wreck, a professor telegraphed a friend: "Escaped uninjured stop Break it to the wife."

PREJUDICE

Reason stands aghast in horror,
And Progress slows her march the while,
At your cruelties and error,
And all your epithets so vile.

In you there's no half-way measure,
On one side only do you stand,
Sending forth your biased censure,
Crucifying on every hand.

For centuries you've held your sway,
And Ignorance became your tool,
On creed and race you've made your play,
The time is ending for your rule.

The waves of Knowledge rolling in
Upon the shores of this new age,
Will wash away your ancient sin.
And Tolerance will turn the page.

—Vera C. Miller.

THE ALTERNATIVE

"Oh, John, I've just discovered that the woman next door has a hat exactly like mine."

"Now, I suppose, you'll want a new one."

"Well, dear, that would be cheaper than moving."

SHINE WAS RIGHT

Judge (humorously): "So your name is Joshua, is it? Are you the Joshua that made the sun shine so long?"

Colored Defendant: "No, sah. I'se the Joshua what made the moonshine so long."

WHAT'S THAT?

Judge to Mose who has been accused of stealing chickens: "Mose, you are acquitted."

Mose (bewildered): "Does dat mean I have to give de chickens back?"

In a church as her brother, age six, is being christened.

Little Girl (hoarsely)—Behind his ears, too, Reverend.

INDIANA STATE LIBRARY

The COLUMBIA CAULDRON

CO-OPERATION THRU COMPREHENSION

O, well done! I commend your pains;
And every one shall share i' the gains.
And now about the cauldron sing,
Like elves and fairies in a ring,
Enchanting all that you put in.
Shakespeare

Vol. 3 DECEMBER, 1929 No. 11

MR. EUGENE LOBB
Boiler Room Of
The Columbia Conserve Company

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INDIANAPOLIS

A NEW "IF"

(With apologies to Rudyard Kipling)

If you can go to church when all about you
  Are going anywhere but to the House of Prayer;
If you can travel straight when others wobble
  And do not seem to have a righteous care;
If you can teach, and not get tired of teaching;
  Or tell the truth when others lie like sin,
Or pray and pray and carry heavy burdens,
  And pay the heavy price it costs to win;

If you can face the surge of life about you
  And keep your moral balance in the awful whirl;
If you can act with patience in life's crises,
  Nor be a coward or a cynic or a churl;
If you can live and not be spoiled by sinners,
  And give—without a Pharisee's vain pride—
Then your life for God and man will pay some profit,
  You'll be a saint no critic can deride.

—Ernest Bourner Allen.

THE COLUMBIA CAULDRON

Published Monthly

BY OF AND FOR EMPLOYEES

of the

COLUMBIA CONSERVE COMPANY

INDIANAPOLIS, INDIANA

DETROIT AGAIN!

For several years it has been the practice of the Yale School of Divinity to send a group of students each year to work in industry during their summer vacation. Many of these students find themselves attracted to the automobile industry and particularly to that part of it located in Detroit. Each student is asked at the close of the working period, to write of his experiences, and this each one does, submitting his account in the form of an essay. The following are excerpts from one such essay written by Mr. F. L. Fleming, a Yale student who spent the whole of last summer in the Ford Motor Car Company's employ.

The essay is of outstanding merit because of the unusual power of observation which the writer possesses and the clarity with which he is able to express his thoughts, feelings, and emotions. A reader of the essay is continually tempted to quote from it at great length, but that, of course, is impossible. Instead, one has to select, and the job of selecting is, indeed, difficult.

Mr. Fleming begins his essay with a description of the tedious process by means of which one becomes an employee of the Ford Motor Company. He describes the waiting and hanging around which all prospective employees have to endure in their search for work, and how, at the close of a waiting period of perhaps two or three days, they are to discover that employment at the Ford Motor plant depends much less on **what** one knows than upon **whom** one knows. Mr. Fleming got work largely through the influence of a reference which he handed to the employment manager. Others who sought a job at the same time but who had no references were not so fortunate as he.

A great part of the essay is devoted to the author's first impressions upon entering the plant, and of all these impressions the one of speed and bustle seems to be outstanding. He describes his first job as follows:

"I tried fitting the nut a few times; screwing down two bolts; and then the "straw boss" moved my kindly albeit blunt teacher away to another job, and there I was! Everything went wrong. I couldn't fit the tiny screw into the hole; it would slide out, go in crooked, or get caught in the hardened paint over the hole. But once it was fitted, I would invariably knock it out trying to fit the enormous screw driver to the diminutive thread. Furthermore two other men were working on the same motor at the identical time, and they would succeed painfully often in jarring my screw driver out of position. But the infernal machines didn't wait! With a merciless, cruel persistency they would glide irresistibly by; and to take a fraction too long to the job meant getting in the way of the man to the right,—only to find a shortened interval for the next machine. A fearful number of machines slid by without my job completed. It shook my morale, destroyed my self-confidence, and harassed my conscience. It was a constant worry and strain to know whether the next darned bolt would ever go in place or not. The ensuing suspense and anguish necessitated all of my self-discipline to keep sane. Fingers were soon cut to pieces, patience was worn out, nerves frazzled. Sweat streamed down to my eyes, and the corners of my mouth, tasting brackish and dirty."

Again Mr. Fleming describes in the following words the effect of these conditions upon other human beings who had worked longer in the automobile industry than he.

"Mr. Adams remarked on the way that he had been working six years at the plant, and hadn't missed a day; and three years previously in another plant

without ever being late. Such stolid regularity amazed me, but it had left its mark on him; he had an acutely overworked look, vitality quite gone,—and no energy 'surplus' at all. He was a very weary, burned-out soul."

In describing the trolley ride from his room to work, the author draws a most tragic picture of the conditions which our present economic system imposes upon those who work for their living. His description is as follows:

"The thirty minute trolley ride that began and ended the working day was a depressing commentary on our machine age. Car jammed with human bodies—big, slow-moving, greasy, sour-smelling chunks of flesh, packed into formless, oil-smeared, sweat-stained clothes; faces expressionless, drab blanks; passive, bloated, eternally weary; the upturned faces with drooping eyes and gaping mouths—all sleeping—so many dumb satires on Machine the Servant."

A quotation from the author's diary throws a lurid light upon the atmosphere in which the automobile workers perform their daily tasks. The entry goes thus:

"Today a butterfly wandered through the skylights and fluttered down the line. It was a shock,—so inappropriate and misplaced did the beautiful creature seem. What had a living organism to do among the noise of hammers, whiring belts, and screaming drills? The bit of blue sky and wind-swept air clinging to its tremulous wings was soon swallowed up in the hot, poisonous, suffocating air of the assembling room. The meadows and daisy fields were invading the angular world of cogs and bolts, and the latter resented it. The graceful creature settled on an engine but, burning its tender feet, was forced to flutter down between the staggering trolleys and lurching lines out of sight. . . ."

Is it any wonder that our author speaks of his departure from the Ford Motor Company's plant in these words:

"By whatever emotional trick it was, certain it is that I had a very strangely poignant sense of liberation and emergence into the sunlight that last afternoon when I had drawn my last pay check, handed in my cherished steel badge, and bid the plant good bye."

Mr. Fleming did not confine his observations to the activities of the Ford Motor Company within its plant. He went far afield into the realm of the social, religious, and educational worlds, and he must have thought long and hard of the complexity and senselessness of so much within our present day society. Like many others, he found that the lot of the worker in industry . . . . in spite of relatively high wages during certain periods of the year . . . . is a hard one and a difficult one. Dynamic Detroit, with all its wealth and fame, still needs the Community Chest building, visiting nurses, fresh air camps, ladies' aid societies, anti-narcotic leagues, etc. The contradictory elements within our capitalistic system reveal themselves as clearly within the boundaries of Detroit as anywhere else in the world. The Militant Employers' Association rules the city through the agencies of mobs, and the employers' chief motive is to maintain Detroit as an open shop town wherein they may exploit to their hearts' content and may thus amass their millions. Organized labor has a hard road to travel in Detroit. The American Federation of Labor seems to have abandoned hope of organizing the automobile workers, but in spite of that fact the Detroit Federation of Labor is fighting, with courage and persistence, the anti-labor activities of the police and employers, which include raids, frame-ups, false arrests, and employment of gangs to break up union meetings. The Communist Party shows zest and determination in its opposition to the ruthlessness of the employers, but public sentiment, even within the working class itself, gives but little support to this small but aggressive group. In describing Detroit with its many factors, our author writes thus:

"The city, conniving at girls worked longer than the state maximum by a two-time card system, commissions the department of recreation to give girls and boys a good time. Nauseating slums, disgraceful tenements, a wretched negro quarter crying to high Heaven, and yet a soaring cathedral, like the Masonic Temple at staggering expense. Ugly, sensational tabloids, fested with murderers, rapes and thefts; brutal burlesques; but a really superb $2,000,000 art museum, a magnificent system of free public libraries, and free municipal-financed concerts every night of the week given by the talented Detroit symphony orchestras on beautiful Belle Isle. The city notorious for its smuggling, bootlegging, and sexual irregularities, yet famous for its liberality in city welfare work; Y. W. C. A. directors maintaining sweat shop work in their business; church deacons encouraging an excess labor supply; charity organizations' chairmen employing gangsters to intimidate working families. Judges that perceive the folly of strict sentences, self-righteous indignant ministers demanding stricter sentences; well-meaning, liberal-minded club women urging a general strike; labor leaders impressed with the undesirability and futility of a strike. Churches submissive, uncourageous, rhetorical, bewailing the fact that so many factories work their men all Sunday; and preaching on the 'Lamb of God' two blocks from movie houses jammed to the doors at 11:00 a. m. Sunday morning."

There is much more that might be quoted of the author's description of Detroit, but that cannot be done at this juncture. The author in his final remarks asks the question, "And now what shall we say about this society?" His answer is:

"The existence of the average unskilled worker in it is a travesty on our ideals of adequate living. Family life is ruined by irregular, late shifts, the frequent necessity of the wife and children having to work, and the chronic uncertainty and precariousness of an outlook subject to unpredictable wage-cuts, speed-ups, lay-offs, and overtime. Life is usually the sterile preparation for, and recovery from the wearisome unchallenging, enervating work of the machines."

In this society he says: "Initiative, growth, creative activity, liberty, these are charming unrealities for the worker, whose life is a mockery and a jest on our ideals."

He continues with this:

"Our groping theology and puzzled science have forced us into an exaggerated pragmatic preoccupation with immediate results. We have lost sight of ends, and in the meantime, 'things are in the saddle.'

"The acute transitional character of our society permits it to be at war with itself. In this conflicting, incongruous, self-ignorant background, our industrial life remains but one area of acute maladjustment. Its salvation is inextricably bound up with that of our education, our policies, our social morality, and our religion. Only consecrated individuals, motivated by loyalty to a social ideal much greater than our society, will be able to usher in the new social order."

The Convalescent—"Did you have my brown suit cleaned and pressed while I was in the hospital?"

Wife—"No, I had your black suit fixed up. I thought that would be better in case anything should happen.

EDITORIAL

It is too late in the day for those of us who would like to disguise the fact that we are a socialist enterprise. More and more, as the months and years roll by, we are forced by the logic of events to enact progressive social legislation and to work upon the basis of a socialist philosophy of life. That we do, because it is the only thing compatible with the successful running of a democratic enterprise. It may well be that some of our associates will want to know what the socialist philosophy is. The reply is that it is an attitude towards life which has for its cornerstone a primary concern for the general good or for human welfare in general. Nothing is more characteristic of the true socialist than the discomfort which he feels from seeing the inequalities that exist in modern society, and again, he is invariably motivated by the most generous of impulses. It is quite true to say that there are many people who call themselves socialists, who are extremely selfish and who hope that by some miracle or magic means a world peopled by unselfish individuals can come into being by our merely wishing it. It is not true to state that Christ was a socialist in the modern sense, that is, in the sense that he understood what the application of socialism to a complicated social system meant, but it is true to state that he was a socialist in spirit. His concern at all times was for the defenseless, the weak, and the unfortunate, and in the same way hundreds of other great men have been socialists in spirit though many of them never referred to the term. In this connection there leaps to one's mind at once the names of Eugene Debs, Kier Hardy, Ferdinand Lasalle, and, pioneer of pioneers, Sir Thomas More. There are a host of others. These were men who sacrificed their all to the cause of uplifting the down-trodden and despised, and most of them went to an untimely grave because of the persistence with which they espoused their ideals. The existence of this self-sacrificing spirit is a pre-requisite of any cooperative and democratic group, and whenever that spirit departs that group is doomed, at least as an instrument of social progress.

With us the operation of this socialist spirit is to be seen clearly if we trace our own development as an organization. The first act of the stockholders, in creating a democratic form of government within the Columbia Conserve Company,

was unmistakably one born of the spirit of socialism, and it is equally clear that the subsequent development of the organization came about because of the spread of that spirit.

Socialism has, for its economic basis, the ownership and control of industry by those who work in it; for its spiritual foundation it has the good-will of one man towards another and the urge within each man to work for the common good.

When a social order is evolved or created, which has within it the above elements, then we shall enjoy working and living in a socialist society.

OLD AGE PENSIONS

That pensions for the aged and superannuated are preferable to the present almshouse and charity system, must be conceded. At present, charity is doled out to the aged, as charity, with all the self-respect sacrificing methods known to smug social science. But we put radios into prisons to amuse the inmates and keep them from contracting ennui.

We pamper the unworthy and we neglect those who are entitled to our physical help and sympathy. The problem of old age pensions must be faced. England has them and they are small additional burden on the taxpayer. Some counties in the United States have them. They should and eventually will be universal.

It is a proven fact that the middle-aged worker cannot keep his savings intact. Increasing years decrease earning capacity. Sickness increases. In addition, science has prolonged life and made the problem some 15 years additional.

What is society to do? You can't kill the aged to get rid of them. You must house and feed and clothe them. There is only one rational, sane way of handling the problem—pension the aged. Give them self-respect in their last days. Don't make them objects of charity. Make them feel that the money they are getting is rightfully theirs, even as a pension belongs to the veteran soldier.

Connecticut should set an example for other states and adopt an old age pension system.

Pension the aged who have fallen by the wayside. Most of us can afford to pay a few pennies more in taxes to obey that fundamental axiom: "Do Unto Others."—Bridgeport Herald.

A VISION

"A vision of the future arises. I see a world where thrones have crumbled and where kings are dust. The aristocracy of idleness have perished from the earth.

"I see a world without a slave. Man at last is free. Nature's forces have by science been enslaved. Lightning and light, wind and wave, frost and flame, and all the secret subtle powers of the earth and air are the tireless toilers for the human race.

"I see a world at peace, adorned with every form of art, with music's myriad voices thrilled, while lips are rich with words of love and truth; a world in which no exile sighs, no prisoner mourns; a world in which the gibbet's shadow does not fall; a world where labor reaps its full reward, where work and worth go hand in hand, where the poor girl, trying to win bread with a needle—the needle that has been called the 'asp for the breast of the poor'—is not driven to the desperate choice of crime or death, of suicide or shame.

"I see a world without the beggar's outstretched palm, the miser's heartless, stony stare, the piteous wail of want, the livid lips of lies, the cruel eyes of scorn.

"I see a race without disease of flesh or brain—shapely and fair, married harmony of form and function; and as I look, life lengthens, joy deepens, love canopies the earth; and over all in the great dome shines the eternal star of human hope."—Robert Ingersoll.

A poor man is ever at a disadvantage in matters of public concern. When he rises to speak, or writes a letter to his superiors, they ask: Who is this fellow that offers advice? And when it is known that he is without coin they spit their hands at him, and use his letters in the cook's fire. But if it be a man of wealth who would speak, or write, or denounce, even though he have the brain of a yearling dromedary, or a spine as crooked and unseemly, the whole city listens to his words and declares them wise.—Li Hung Chang, Chinese Poet.

"Tommy, can you tell me one of the uses of cowhide?"

"Er, yes sir. It keeps the cow together."

AMERICA FIRST

Not merely in matters material, but in things of the spirit.

Not merely in science, inventions, motors, and skyscrapers, but also in ideals, principles, character.

Not merely in the calm assertion of rights, but in the glad assumption of duties.

Not flaunting her strength as a giant, but bending in helpfulness over a sick and wounded world like a Good Samaritan.

Not in splendid isolation, but in courageous cooperation.

Not in pride, arrogance, and disdain of other races and peoples, but in sympathy, love, and understanding.

Not in treading again the old, worn, bloody pathway which ends inevitably in chaos and disaster, but in blazing a new trail, along which, please God, other nations will follow, into the new Jerusalem where wars shall be no more.

Some day some nation must take that path—unless we are to lapse once again into utter barbarism—and that honor I covet for my beloved America.

And so, in that spirit, and with these hopes, I say with all my heart and soul, "America First."

—Bishop Oldham.

It was the young barrister's first case, and he was bubbling over with pride.

"Now," said he, addressing the defendant, "you say you came to town to look for work I put it to you there was another, a stronger motive that brought you all this distance."

"Well," hesitated the defendant, "there was—"

"Ah!" cried the barrister, triumphantly. "And what was it?"

"A locomotive."—South Coast Times.

A small girl asked her mother: "If I grow up, will I have a husband like papa?"

"Yes, my dear," mother replied.

"And if I do not get married, will I be an old maid like Aunt Susan?"

"Yes, you will," was the reply.

The little girl thought for a moment, put her hands to her head and said, "Well, I am in a fix!"

ALL'S QUIET ON THE WESTERN FRONT

The war book by above title is perhaps the simplest, most ruthless account of experiences at the front yet written. A German common soldier by the name of Kemnane wrote it. More than a million copies have been sold—one-fourth of them in France. We reprint here a short account describing his mental experience after stabbing a French soldier who fell into the shell hole where he was marooned during a terrific barrage:

"The lips are dry. My water bottle is not there. I have not brought it with me. But there is water in the mud, down at the bottom of the crater. I climb down, take out my handkerchief, spread it out, push it under and scoop up the yellow water that strains through into the hollow of my hand.

"He gulps it down. I fetch some more. Then I unbutton his tunic in order to bandage him if it is possible. In any case I must do it, so that if the fellows over there capture me they will see that I wanted to help him, and so will not shoot me. He tries to resist, but his hand is too feeble. The shirt is stuck and will not come away, it is buttoned at the back. So there is nothing for it but to cut it off.

"I look for the knife and find it again. But when I begin to cut the shirt the eyes open once more and the cry is in them again and the demented expression, so that I must close them, press them shut and whisper: 'I want to help you, comrade, camerade, camerade, camerade—' eagerly repeating the word, to make him understand.

"There are three stabs. My field dressing covers them, the blood runs out under it, I press it tighter; there; he groans.

"That is all I can do. Now we must wait, wait.

* * *

"These hours. . . . The gurgling starts again—but how slowly a man dies! For this I know—he cannot be saved. Indeed, I have tried to tell myself that he will be, but at noon this pretense breaks down and melts before his groans. If only I had not lost my re-

volver crawling about, I would shoot him. Stab him I cannot.

"By noon I am groping on the outer limits of reason. Hunger devours me, I could almost weep for something to eat, I cannot struggle against it. Again and again I fetch water for the dying man and drink some myself.

"This is the first man I have killed with my hands, whom I can see close at hand, whose death is my doing. Kat and Kropp and Muller have experienced it already, when they have hit someone; it happens to many, in hand-to-hand fighting especially—

"But every gasp lays my heart bare. This dying man has time with him, he has an invisible dagger with which he stabs me: Time and my thoughts.

"I would give much if he would but stay alive. It is hard to lie here and to have to see and hear him.

"In the afternoon, about three, he is dead.

"I breathe freely again. But only for a short time. Soon the silence is more unbearable than the groans. I wish the gurgling were there again, gasping, hoarse, now whistling softly and again hoarse and loud.

"It is mad, what I do. But I must do something. I prop the dead man up again so that he lies comfortably although he feels nothing any more. I close his eyes. They are brown, his hair is black and a bit curly at the sides.

"The mouth is full and soft beneath his moustache; the nose is slightly arched, the skin brownish; it is now not so pale as it was before, when he was still alive. For a moment the face seems almost healthy;—then it collapses suddenly into the strange face of the dead that I have so often seen, strange faces, all alike.

"No doubt his wife still thinks of him; she does not know what has happened. He looks as if he would often have written to her;—she will be getting mail from him—Tomorrow, in a week's time—perhaps even a stray letter a month hence. She will read it, and in it he will be speaking to her.

"My state is getting worse, I can no longer control my thoughts. What would his wife look like? Like the little brunette on the other side of the canal? Does she belong to me now? Perhaps by this act she becomes mine. I wish Kantorek were sitting here beside me. If my mother could see me—The dead man might have had thirty more years of life if only I had impressed the way back to our trench more sharply on my memory. If only he had run two yards farther to the left, he might now be sitting in the trench over there and writing a fresh letter to his wife.

"But I will get no further that way; for that is the fate of all of us; if Kemmerich's leg had been six inches to the right; if Haie Westhus had bent his back three inches forward—" * * *

IN OTHER LANDS

This moment yearning and thoughtful, sitting alone,
It seems to me there are other men in other lands yearning and thoughtful;
It seems to me I can look over and behold them in Germany, Italy, France, Spain,
Or far, far away, in China, or in Russia, or Japan, talking other dialects.
And it seems to me if I could know these men,
I should become attached to them as I do to men in my own lands.
O I know we should be brethren and lovers.
I know I should be happy with them.

—Walt Whitman.

A FAIR QUESTION

Rastus: "Did you all wear dem flowers I done sent you?"

Mandy: "I didn't wear nothing else but."

Rastus: "Lawdy, where did you pin 'em?"

A NOTE TO TEACHER

"Dear Teacher: Kindly excuse Johnnie's absence yesterday. He fell in the mud. By doing the same you will greatly oblige his mother."

Hubby (as auto stalls): "Well, of all the X Y Z ! ! !"

Wife: "How dare you swear before me?"

Hubby: "Pardon me, I didn't know you wanted to swear first."

TO CAULDRON READERS

In September of this year we sent out a circular letter to our readers asking them to tell us whether they wanted to continue to receive the "Cauldron." We have on our mailing list close to 400 readers, and each one of these was asked the above question. Of this number, less than 100 readers have replied. We have a feeling that many of those people who have been in receipt of the "Cauldron" for almost two years and who, during that course of time, have not been asked to pay anything for the magazine, show very little appreciation of, what might be reasonably called, our generosity.

It doesn't matter very much to us whether the reader wants to continue receiving our magazine or does not. What does matter is that we should not waste our time and money in sending it to people who have no use for it. It does not seem to be asking too much of anyone to drop us a postal card stating whether that person wants to continue to receive our magazine or not. We herewith make a final appeal to our readers to write us promptly so that we might begin our new year with a properly arranged mailing list.

Those of you who have not seen to this matter, please get to it promptly.

MUST HAVE COMPANY

Auntie—"Do you ever play with bad little boys, Willie?"

Willie—"Yes, Auntie!"

Auntie—"I'm surprised. Why don't you play with good little boys?"

Willie—"Their mothers won't let me."

Teacher: "Jimmie, why don't you wash your face? I can see what you had for breakfast this morning."

Johnny: "What was it?"

Teacher: "Eggs."

Johnny: "Wrong, teacher, it was yesterday I had eggs."

WORTH THINKING ABOUT

The good part about travel is that it enables one to acquire a sense of values.

A home is never so much appreciated as when one has been absent for a month.

A job looks better after one has observed and talked to men in strange cities.

One's friends, even one's relatives, improve by comparison.

A cynical gentleman once said that most people were cursed by a desire to get more out of life than there was in it. There is something in the idea. A man gratifies the hope of a lifetime and goes to Europe for a long holiday. On the way over no ship is too slow. On the return voyage no ship is fast enough. He has enjoyed the rest and the unfamiliar scenes, but now he wants to get home, and the quicker the better.

Men change wives, jobs and neighborhoods, expecting vast increase in their happiness. Sometimes they get what they expect, usually they don't.

The capacity of most of us for joy or pain is limited. If we have trouble in getting along with people in a small town we'll be as much of a misfit in a big town. If leaky plumbing irritates us at home, we'll be even more irritated by a total lack of plumbing in foreign parts.

Few of us will accept such counsel as valid until we have investigated. Travel is therefore an inexpensive way of confirming the maxims in the copy-books.

STRANGE

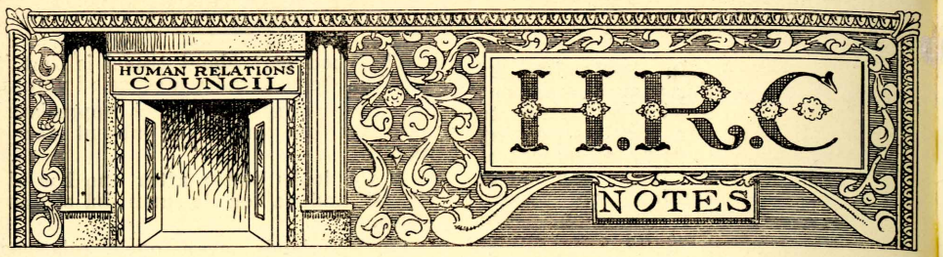
"What caused your husband to leave home?"

"I haven't the slightest idea. He just picked up and left the morning after my mother and two sisters came to spend the winter with us."

Hearing his watch dog barking, a farmer went to the front door. He saw a darkey standing timidly outside the gate.

"Come right on in," the farmer called out. "You know, a barking dog never bites."

"Ah knows dat," replied the negro, "but Ah don't know how soon dis dog's gwine stop barkin'."



Regular H. R. C. Meeting, August 23

The meeting was called to order by Chairman Lucas at 7:00 P. M. Minutes of the previous meeting were summarized.

The first matter to be presented to Council was a report concerning our group life insurance plan. The committee had found certain legal barriers in the way of issuing the insurance to the individual employees in the amounts agreed upon previous to this time. There is a requirement under the state law which seems to forbid allowing the amount of insurance to be taken out to be optional with the individual. There must be some classification of amounts according to some kind of status and the individual will have to be governed by that classification. After brief discussion of this new complication it was decided to refer the matter back to the committee and Council agreed to accept whatever terms can be obtained under the law—merely asking the committee to use its best judgment in the matter.

The second order of business was a report from the committee on salary recommendations. Arlie Myers, Chairman, explained that following last week's discussion on the case of Ellis Combs it was discovered that there was a pretty strong feeling on the part of several leaders that Combs should be considered for salary at this time. In view of this the committee presented his name for discussion after several persons had spoken in favor of Combs and expressed opinions that his work and attitude merited his being placed on salary. It was taken by consent that he be accepted for salary—subject to the usual medical examination.

An indirect complication had entered into this case in the matter of certain living arrangements. The question had been raised as to whether Combs would be entitled to the marriage differential because of the following circumstances in his case: He is at present living with his brother-in-law, Wm. McCurdy, who also is a salaried man in our employ. These two families, the McCurdy's and the Combs', will in a sense be enjoying the advantages of a double salaried income and their needs will not be comparable to two families living as single units.

After lengthy discussion on this point the majority of opinion was that no financial deduction be made in the salary of Combs because of special circumstances of living arrangements. Although a minority of opinion was expressed to the contrary it was taken as the sense of the meeting that we should not consider the arrangement as affecting either family's needs, and that it was a matter of individual choice how the money obtained as salary from us was to be expended in caring for one's dependents.

The next name presented for consideration for salary was that of Charles Jones, Mechanical Department. Jones was recommended highly by his department leader and was accepted after brief comment.

Next was the case of Myrtle Webber, Label Department. There was a good deal of discussion on this case and some opposition to placing Myrtle on salary at this time. It was explained by the chairman of the committee that Myrtle had been interviewed by the committee and her qualities—good and bad—had been discussed with her. Her shortcomings had been pointed out to her and ways suggested whereby she could overcome them. Chief among these were: (a) moodiness, fluctuations in performance from good to indifferent; (b) a tendency towards giving people the impression of too much independence and a bit of being spoiled.

On the other hand she possesses many good qualities and has done quite well in performance on the whole. Finally it was taken as the sense of the meeting that she be accepted for salary, though the vote stood 12 in favor and 3 opposed.

In addition to the criticisms it was stated that, since all these decisions are subject to medical examinations, it was especially important to have whatever advice is offered by our examining physicians acted upon.

Jack Evans asked Council's opinion concerning the possibility of employing some few deaf and dumb persons. He explained that he had had several requests for employment by such people and didn't know exactly how the group would react to such a proposal. It was explained that we have had several very good workers in the past who happened to be afflicted in that manner.

While it was true that such persons would not be able to enter into Council work and other such activities, there was no reason why we should not give employment to a few of them provided they were qualified in other respects for our work. This was agreed to by consent.

Jack Evans next gave a report on his check-up on the case of Otis Sandefur. Financial difficulties were weighing heavily upon Sandefur's mind and it was Jack's opinion that this condition was in large measure responsible for Otis' defective workmanship and his dreaminess and inability to keep his thought on his work. Among other things, Sandefur has contracted for a loan from a firm of what are commonly known as loan sharks and has to pay an outrageously high rate of interest on this amount each week. It was thought best to ask the Needs Committee to consider this case during the past week. The committee had a proposal to make which would cover a principle of need for wage workers which it wished to present. If this proposal is accepted it was thought advisable to allow the individual case of Sandefur to be covered by this method rather than any special action taken on the one case.

Arlie Myers presented the following recommendation from the Needs Committee:

That a wage differential to the amount of $1.00 per child up to three children under the age of 16 years be granted to wage workers—following the same principle of need as the wage marriage differential of 10c per hour now in effect. Following this a general discussion on the application of such a principle was entered into. The soundness of the logic of need was not challenged. The method of paying such a differential and the difficulties which might be encountered in administering it were mentioned. Finally, it was agreed to by consent that we pay such a wage differential for dependent children. It was believed more logical to put this payment on an hourly basis and it was agreed that 2c per hour be added for each child—up to three children—under 16 years of age, and that this should apply equally to overtime hours and the usual guaranteed fifty hours per week. This is to be true, also, of the 10c per hour wage marriage differential.

After accepting this proposed principle of payment for wage workers with dependents, it was agreed further that single people, and others with comparable dependents, could receive the same consideration by action of the Council on the grounds of special needs.

It was decided to allow the Bookkeeping Department and Jack Evans to work out some scheme for gathering the necessary data for records concerning such dependents and to devise some method of showing the information on the face of the pay checks, concerning differential payments for needs. This latter applies to both wage and salary workers' checks.

The case of Sandefur will be taken care of through these new provisions of payment to wage workers. In addition it was suggested that the Columbia Credit Union be asked to take over the loan which Otis has with the beforementioned loan company, thus reducing his interest rate to the usual Credit Union terms.

Next a letter of resignation was read which had been received from David Henderson. David had come to us from Earlham College on a salary basis and had remained only a few weeks. He decided the work offered him here was uncongenial and that he was not fitted to give us good performance in it. Since he has already left our employ the letter was a mere formality and was accepted as such.

A letter of thanks from the Grace Community Church of Denver, Colorado, was read, also.

It was mentioned that it seems quite difficult for us to get young college men in our organization who seem to fit in. It was asked that notation be made of this fact with a request that we give further study to the possible causes for this condition both on the part of the young men, and ourselves as a group.

The meeting stood adjourned at 10:15 P. M.

Regular H. R. C. Meeting, Friday Nov. 8

Following recess after the business council meeting, the chairman called the H. R. C. to order at 8:45 P. M. The minutes of the previous meeting were read and approved.

The first order of business was a re-

port made by Jack Evans concerning a recent check-up on the personnel in the kitchen department. He stated that this investigation had been prompted by Albert Hines, production superintendent, and had been conducted without instruction from Council. Because of this fact, it was asked that Council either approve or disapprove of the action taken by the group of three who conducted this affair, namely, Albert Hines, Leo Zike, and Jack Evans. The reason for the investigation was that Bert and Leo had been very uneasy about relations among the men in the kitchen and had felt that a considerable element of slacking up in performance was being shown.

Results tended to justify this belief. Each man in the kitchen had been interviewed. Each was asked to state frankly his reactions to his work and his fellow-workers. The information gained in this manner proved helpful in suggesting methods to each wherein he could improve his work, and his attitude. Three or four individuals were mentioned in the report in a specific manner. Herbert Stuvel had expressed his opinion quite honestly in regard to his interest in the kind of work he had been performing. He stated that the kitchen work did not appeal to him at all and that he preferred bookkeeping and cost accounting work, and would like to try sales work under our proposed alternate system. Willie Kalscheur had expressed dissatisfaction with not being given the chance to display his real abilities so long as he was teamed up with Earl Lindley on the work of the garnish cooking. Wilgust Morris—just recently placed on salary—quite candidly admitted that for the past six weeks he has done considerable loafing on the job. Suffice it to say that eight out of ten men in the kitchen had said the same thing about him. Other men in the group had had various faults and shortcomings pointed out to them. All in all each had been told quite carefully just what the department situation was and shown his part in it, and the methods for improving the condition.

MRS. EMMA RICE
Label Room C. C. Co.

Morris was warned to do his best to improve his conduct. Kalscheur is to be given a trial as leader in charge of the garnish cooking for a while. Stuvel is to be transferred to the Bookkeeping Department next week and will work on the sales force as an alternate from that department.

The three who had sponsored this check-up were of the opinion that a lot of good had been accomplished and more would be forthcoming as a result of this work. Council accepted the report and expressed approval of the action taken in the matter.

The next order of business was the case of Robert Hendrickson, presented for discussion by the salary recommendation committee. Arlie Myers, chairman, placed before Council the committee's recommendation for the release of Hendrickson from our employ. He explained that the reports received about Hendrickson's work and attitude indicated no improvement in either. Because of the belief that Bob is physically and tempera mentally unfitted for the kind of work and the kind of organization we have, it was thought advisable to recommend his release. Arlie's report was supplemented by other members of the committee and discussion asked for.

It was explained that Bob had had his teeth put in good condition and his general health was better now than when he entered our employ. It seems to be true that he is just unsuited for our organization. Very little discussion was forthcoming and it was taken by unanimous consent that we accept the committee's recommendation effective as from today.

Next, Arlie presented another recommendation from the committee to the effect that we release Otis Sandefur from our employ. This man had been discussed by the committee, and by Council, a number of time. Each time his qualifications and defects had been noted. Each time he was given an extension of time on wages for future trial, and various measures introduced to try to help him overcome his inabilities. In the most recent check-up on

wage workers made by the committee, Otis' name rated very low in the estimate of department leaders who were requested to return information as to preference based on ability and attitude and general qualifications. In view of repeated attempts to help Sandefur, and repeated extensions of time on further trial, the committee thought this last check-up merited the recommendation it offered.

General discussion which followed brought forth a fairly strong remonstration from some half dozen people to the idea of release for Otis. The opinion held by these members of the group was that he had tried hard to improve his workmanship and to some degree had succeeded. In regard to his forgetfulness and a tendency towards working in circles, at times, together with the criticism offered that he was quite ineffective when left to his own devices, without the direction of his work by someone else, all the time, there was a difference of opinion. Several persons contended that Otis had shown some improvement in these respects. They thought that conditions outside the control of the company were responsible for these defects, and Otis probably would never become effective as a leader, or even to the point of managing his work well. These latter conditions, if true, tended to bar him from becoming a salaried member if we used the same consideration of his qualifications as are applied generally.

MISS CATHERINE STEINMETZ
Laundry C. C. Co.

A statement was injected into the discussion to the effect that it was a difficult thing for a man to overcome a reputation for bad workmanship or attitude. That this was true as an element in the struggle of Sandefur to "make the grade" was a possibility. Perhaps some people had been unduly, and unconsciously, impressed with former opinions stated about Otis and had allowed their viewpoint to be colored by them.

Several people offered the specific criticism of one leader, young Billy Hines of the Capping Room that he was unstable in his expressions of opinion—varying and shifting back and forth from day to day and that his statements were not to be relied upon. This created a feeling of uneasiness and even caused confusion in attempting to carry out instructions as to services required by the Capping Department. An instance or two was cited in relation to the case of Sandefur as a case in point.

Finally, being able to reach no conclusion which was satisfactory, it was agreed by consent to reject the recommendation of the committee. A counter-proposal that we place Sandefur on salary was not discussed at much length because of lack of definite information from the budget committee as to our payroll needs. It is the intention of the Salary Recommendations Committee to review the payroll this coming week, and to bring in recommendations regarding additions to the salaried payroll at the next meeting. Sandefur's name will be considered amongst the rest of the wage workers at that time and a report made on it.

The final business of the meeting was a report from Jack Evans regarding a request for re-employment by us of Mrs. Susella Faulk who had worked with us during the recent tomato season. Special circumstances surrounding this case made it advisable to have it considered by Council.

The facts at hand were these:

Mrs. Faulk had represented herself to us as a widow with eight children under the age of 16 years dependent upon her for support. She had been employed largely because of her apparent need for work. She had been considered as a case for special needs, and had been allowed the equivalent of the wage marriage differential of 10c per hour and the wage children's allowance of 2c per hour for three children. In total this was a differential of 16c per hour, or a total rate of 56c per hour. She had been in our employ about two months. Recently she had been released from our services because of not too good performance which had been influenced largely by a tendency to talk and gossip too much. She had been told of this fault by the various leaders under whose direction she worked. In addition to affecting her

own work adversely, she caused others to be less effective in performance by talking too much to them.

It became known to us through the Family Welfare Society after her release from our employ, that she was in pretty straitened circumstances, and needed employment urgently. Mrs. Faulk, herself, came to put in an application for re-employment and while doing so presented certain facts contradicting her former statements concerning her status. Instead of being a widow, she has a husband who is serving a 5 to 21 year sentence in the State Penitentiary, having been convicted for a number of thefts. She has the support of eight minor children, however, and receives practically no outside assistance. She lied about her status through fear of having her husband's record count against her in the matter of employment. It has proved to be a stigma which has been very difficult for her and for her children to face because of social ostracism which has been brought to bear.

She wants to work with us again and promises to do her best if given another opportunity.

Given these facts it was asked of Council what action might be taken in this case. Because of the lateness of the hour and the fact that the discussions of the evening had been rather wearing, it was decided to defer discussion and action on this matter until the next meeting.

In the meantime, Council was asked to think seriously about the various aspects of need and social obligation presented for consideration.

The meeting stood adjourned at 10:30 P. M.

Regular H. R. C. Meeting, Friday, Nov. 14

The meeting was called to order by Chairman Lucas as 6:45 P. M. following the regular Business Council meeting. Minutes of the previous meeting were read and approved.

The first order of business presented to Council for discussion was the case of Mrs. Susella Faulk, which had been held over from the last meeting. Mrs. Faulk had worked with us as a wage worker for two months during the busy season. She came to us, representing herself as a widow with eight minor children. Her work proved somewhat unsatisfactory and, in common with others, she was released when the rush period was over. Since her release, she has made application for re-employment, and in her interview with Jack Evans, had told him the truth about her own status. She is not a widow, but her position is considerably worse than if she had lost her husband by death, for her husband is serving a term of five to twenty-one years in the State Penitentiary for a series of criminal acts. Mrs. Faulk had lied to us about her status because she was afraid that as employers, we would discriminate against her and that she would be subject to a great deal of social ostracism. The criticism of her work was that she gossiped a good deal and thereby hindered others as well as herself. Some days she showed up exceedingly well in the time study records, and other days she was very low. She seemed to show lack of interest in her job. Her lack of interest in her work was explained largely on the grounds of her having such a great measure of responsibility to think of at home, and also because she was laboring under the fear that the truth about her might be known. Her position seemed a very unhappy one and it had very bad effects on her performance. A very strong appeal to give her another chance was made by one of our members of Council, but some of the women who had worked with her showed very little or no sympathy, and Council was urged by one or two members not to allow its sympathy to run away with its good judgment in this matter. Mention was made emphatically of the need to salvage Mrs. Faulk's family which had been wrecked by the father, and particular emphasis was laid upon the need for giving the children the best possible chance of becoming good citizens. This could be done only if Mrs. Faulk enjoyed an income sufficient to take care of their needs. At the close of the discussion, several members of Council spoke in favor of giving Mrs. Faulk another opportunity. One member of Council spoke very definitely against the tendency which the group showed towards becoming self-centered and wanting to exclude the less fortunate members of society. On a general vote taken upon this question, three were opposed to re-employing Mrs. Faulk, five undecided and the balance were in favor. Council gave it as its opinion that Mrs. Faulk be re-employed on trial and that her former rate of 56c per hour be paid to her.

The next case was that of Maynard Cole. Maynard has worked with us for several months as a wage worker, and having regard to the fact that the work has been entirely new and strange to him, he has done very well.

For some special reasons, some members of the Council felt that Maynard should be retained on our payroll and given as great an opportunity as possible to learn the various operations in one or more of our departments in the plant. He has shown considerable improvement since he came to us, and there is no reason to believe that this improvement will not continue to show itself as time passes along.

The question of fitting him into work in the plant—now that the pulp house work has been completed—was recognized as a somewhat difficult one, because of his lack of training. It was noted by several members of Council that Maynard's attitude towards his work and towards his fellow workers was very good, and that, with the exercise of a little patience, he could be made to fit into our organization quite successfully.

In the course of this discussion, it was stated that Maynard had very little need of financial assistance from us, but he certainly does need the spiritual help that comes from being productively occupied. A motion was made to place him on salary at our minimum of $19.00, but this was lost by a large majority. The chief reason for the defeat of this motion was that we had shown great caution and hesitation in placing people on salary lately, because of the trend of business and the increasing productivity of the group that has resulted from improved methods of production, consequent upon the work done by the Time Study Department.

In view of Maynard's limited need for financial assistance, it was decided by Council to continue having him on our payroll, but at a revised rate, namely, that of 30c an hour.

The next case to come up was that of Eugene Avarientoes, a Philippino whom we engaged as a wage worker, at a meeting some weeks ago. There had been some misunderstanding in the correspondence between Jack Evans and Avarientoes, and it seemed that Council had been misled as to his financial situation. Because of the fact that Avarientoes was no better situated than other people whom we have employed with us, and who came to us from a distance, it was decided to place him on salary and that the usual provisions about traveling and moving expenses apply to his case. He is, of course, subject to the usual medical examination before he is placed on the salaried payroll.

Arlie Myers gave a report on behalf of the salary recommendations committee. He stated that a large group of wage workers had been considered for salary, but that the salary recommendations committee, having consulted the budget committee, thought it unwise to place more than four people on the salaried payroll at this time. The committee had experienced great difficulty in selecting the best four wage workers in our employ, but finally they had concluded unanimously that Robert Trueblood, Frank Gilley, Lucille Burkhardt, and Dale Billman were the most deserving for promotion. Each case was discussed by Council separately and no objections were raised to any one of the above mentioned. It was, therefore, agreed that they be placed on salary subject to the usual medical examination.

The chairman of the committee spoke of the case of Carl Armstrong and explained that he was not recommended for salary at the present time because there were some suggestions being made that he be transferred to do other work. It was felt that although his work in the label room had been very satisfactory, it would be unwise to assume because of that fact that he was salaried material. Council was told that it had been guilty of a misjudgment, on one or two occasions, when it concluded that because a man or woman did well for a period in one department, that he or she was the kind of material we want in our organization.

The forelady of the label room objected to the suggested transfer of Armstrong and also urged that he be placed on salary immediately. Council accepted the committee's decision in this matter, and Armstrong's case will be discussed again at some future time.

Eula Toon was suggested for the position of assistant leader in the label room by Chloe MeHarry, and this was accepted without discussion.

The resignation of Sophia Fischer was presented by Jack Evans and it was accepted by Council without discussion.

The following general reports were made:

(1) Progress made in training new salesmen—statement made by Jack Evans.

(2) Dental work for dependents—statement made by Howard Herner.

(3) A report was given on the case of Dorothy Shake. This consisted merely of a statement that this would be considered and case reported on next week.

One of our visitors, Mr. Boyd Gurley, Editor of the Indianapolis Times, made a very appropriate but short address to Council which was much appreciated.

Miss Nord Holt's request that several members of the Industrial Economic

Group in the city be given the privilege of attending Council was acceded to without any discussion.

Jack Evans brought up the question with a view to having it discussed later, of the over-lapping of services by Drs. Burckhardt and Canady. He asked that this matter be considered at an early date.

Meeting adjourned at 9:30 P. M.

Regular H. R. C. Meeting, November 22

No report was issued from the Health Committee on account of the absence of the Chariman.

Jack Evans brought up for discussion the subject of whether we should increase our contribution to the American Association for Labor Legislation. He explained that at this time, we pay $10.00 a year subscription which was once paid by Mr. Hapgood, but which the company took over two or three years ago. Jack explained that the association was doing remarkably good work in the direction of humanizing industrial conditions throughout the United States and at this time it is making an effort to raise an additional $10,000 for the purpose of work in the backward states of the south, and particularly in the Carolinas and Tennessee where child labor and an exorbitantly long working day is the general rule. Of this $10,000, an individual subscription of $5,000 had been promised providing the association could raise another $5,000. In view of the situation confronting the association and the need for money to carry on its work, Council agreed to increase its subscription from $10.00 to $50,00, same to be sent immediately to Mr. J. B. Andrews, secretary of the association.

A proposal was tabulated on the agenda for a change in the present time of work. It was stated that certain advantages would arise if the plant began work at 8:00 instead of 7:30 and finished at 5:00 in the evening instead of 4:30. Among these advantages would be:

(a) A more equitable distribution of the working time before and after lunch.

(b) It would be of some help to the office because at present someone has to remain in the office until 5:00 in the evening to answer any telephone calls from the outside.

(c) It would give individuals who wanted it, an additional half-hour's rest in the morning.

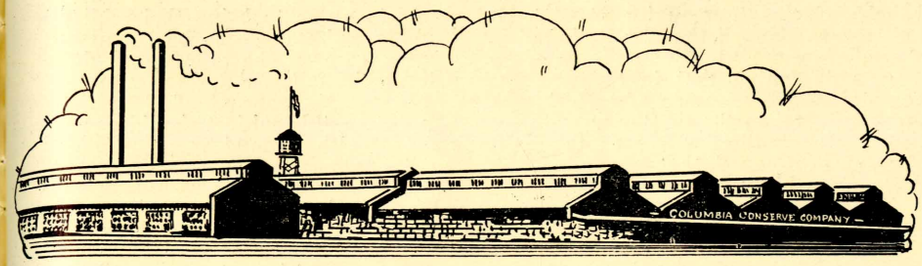
(d) It would help the kitchen in the matter of getting supplies on Monday morning.

There was very considerable opposition to this proposed change even though the change was only asked as an experiment to last for the next two weeks. Most of the people who spoke about this matter expressed themselves as wanting to have an additional hour rather than half-hour's leisure time in the evening. The married women seemed particularly opposed to the change on the grounds that they had to get up in the morning to get their husbands to work and if they began at 8:00, it would only mean an additional half-hour's time to wait until they started work. The cost of working the half-hour in winter in the matter of electric light was emphasized as being an unnecessary cost. Two or three people spoke in favor of the change, but it was quite clear that a large majority was opposed, and it was taken as the sense of Council that the working hours for the next two weeks remain as they now are. At the Business Council meeting, held earlier in the evening, that body has passed on a suggestion to the Human Relations Council that for the future the work of the two Councils be conducted by a single body, calling itself a Common Council. It was felt that the functions for which the Human Relations Council had been created, could be very well performed by the entire group after the year's educational work through which we have passed. The Human Relations Council, it was stated, appeared to be a more or less undemocratic body and there was considerable misunderstanding as to the reason for its existence. After discussing this matter for considerable length and having each member of the Human Relations Council express his or her opinion, all except one were in favor of merging the two Councils and having all business, whether of a social or industrial character, transacted by it. The one member who seemed to be undecided doubted the wisdom of consolidation at this time, believing that it might be desirable to carry on the work of the Human Relations Council by a special group for some time longer.

It was taken as the consent of the meeting that the merging of the two Councils would take effect as from our next Council meeting, and that details concerning the election of officers for the new Council be placed as the first matter on the agenda.

It was agreed upon that no meeting be held next week, because of the Thanksgiving holidays, unless a special one is called for by one or more members.

Meeting adjourned at 9:30.



BUSINESS COUNCIL NOTES

Regular Meeting, November 8

The meeting was called to order by Chairman Myers.

The reading of the minutes for the previous meeting was dispensed with due to Kenneth Smith's inability to prepare them.

The entire Business Council meeting was taken up with a report from Mr. Chesney on the work accomplished by the Time Study Dept. to date. After hearing his report Council asked questions of Mr. Chesney which he answered with clarity.

Following Mr. Chesney's report he brought before Council the question of his leaving the company, stating that his time here would be up at the end of four weeks, or December 6th. It was his feeling that he should not break off his work abruptly on that date, but offered the following plan instead: That he spread out the remaining four weeks' work over a period of several weeks, leaving week after next and returning to the plant, when he thinks it necessary, for perhaps two or three days' work until the balance of the time is covered.

There was some objection offered to Mr. Chesney's suggestion because of the fear that Dorothy Nord Holt was not yet well enough grounded in her work due to the short length of time she has been in the Efficiency Dept. The alternate plan offered to Mr. Chesney's suggestion was that he continue with us for the entire four weeks longer and that if, at the end of that time, we feel that additional time is required for carrying on the work that we pay whatever additional sum might be required.

Mr. Chesney explained to Council that the work which Dorothy Nord Holt is now doing is mainly routine work, and that as yet she has not gotten into time study work, but that this will come later. His opinion was that Dorothy would be able to carry on the work during his absence, and that if it should happen that she needed him that he could be communicated with very easily.

Because of the fact that Council felt disqualified to judge this question with accuracy it was taken by consent of Council that Mr. Chesney use his own discretion in the matter of withdrawing from the company.

No further business, the meeting was turned over to the H. R. C.

Regular Meeting, November 15

Minutes of the previous meeting read and approved.

The first order of business to be presented before the Business Council meeting was the advisability of operating the plant the Friday after Thanksgiving. Albert Hines, Production Manager, stated that it would be very difficult to get in supplies for running on that day, and that on account of that fact he thought we should not work. However, he stated further that on account of the fact that we have a large amount of carrots and turnips in our warehouse which will spoil easily that it would be advisable for us to work the Saturday preceding Thanksgiving.

A trial vote was taken as to how many would be willing to follow this plan and the motion was carried.

Moved and seconded that we work Saturday preceding Thanksgiving in order to be off the Friday following. Motion carried.

It is understood by Council that those people in the office who will work the Friday after Thanksgiving in order to take care of the mail and answer the telephone will not be expected to report for work the Saturday preceding Thanksgiving.

The chairman again brought Council's attention to the fact that we should all volunteer for work on Saturday answering the telephone in order that the burden of this work will not fall entirely on the Office and Printing Room.

Kenneth Lucas next made a talk on

behalf of the Community Fund. He outlined to Council the plan followed in preceding years as to contributions for the fund, stating that in the past the foremen and forewomen of each department have taken the matter up with the people under them. It was taken by consent of Council that we follow this same plan this year.

Mr. Herner next asked if there were any questions concerning the budget figures on the blackboard and stated he would be glad to answer them. Council was asked to study the figures this coming week and bring any questions before our next meeting.

The next question presented to Business Council was the matter of the eight-hour day and the results of following this plan for one week. All who spoke on the subject were very much in favor of the eight-hour day, saying that although it was necessary to increase their speed during the day that the extra hour was worth the effort put forth.

No further business, the meeting adjourned.

Regular Meeting, November 22

Minutes of the previous meeting were read and approved.

The first subject for discussion was the suggested abolition of the H. R. C. as a separate unit and combining with the Business Council to form one general Council. In support of this suggestion, it was stated that the differences between the two classes of council work have been definitely established. Also that it was fundamentally more democratic to conduct all matters before common council with each one present having an equal vote.

There followed a review and discussion of the origin of the H. R. C. in which it was explained that, while the H. R. C. idea was originated by a few individuals, it was finally approved by the former general council, and therefore the power lies with the business council to dissolve the H. R. C.

It was then moved and seconded "that the Business Council suggest to the H. R. C. that the time has now come to conduct all business by a common council."

Motion carried.

Dr. H. D. Leer gave a talk on "Dental Decay in Children," in which he described experiments and data gathered by dental societies on that subject. The doctor explained that the Indianapolis Dental Society will attempt to carry on further experiments in this field, and he asked for a group of Columbia parents to agree to bring their children to the Dental College to be examined and there receive charts and schedules of diet to be followed for one year.

It was the consent of Council that a report on this subject should come from the Health Committee or Council in about two weeks.

The next subject was the question of when and where the garbage loading platform will be built. In answer to this question it was explained that this matter would have to rest until the new building was completed.

There followed three suggestions from the Time Study Department to the effect

(1) That the Standards Committee meet regularly each Monday morning to review the previous week's performances.

(2) That a sub-committee be delegated from the Standards Committee to investigate poor ratings.

(3 That Albert Hines be added to the Standards Committee.

Discussion of these suggestions was favorable, and there being no objection, it was the consent of Council that the suggestions of the Time Study Department be accepted.

The next subject was a question of "Shall the company donate to the Community Fund?" After some discussion it was moved and seconded that the company contribute an amount equal to the total amount contributed by individual employees. Taken by a vote with 22 in favor and 17 against.

There followed a further discussion in which the minority agreed to change its vote, making it unanimous.

Motion carried.

It was taken by consent that the next meeting be held December 6th.

Meeting adjourned.

Common Council Meeting, December 2, 1929

The first matter of business at the new Common Council was that of the election of officers. It was moved and seconded that Beulah Moffett be appointed recording secretary of Council, whose task is to be that of keeping a record of attendances and absences as well as withdrawals from meetings before the meeting is over. This motion was carried.

The duties of general secretary were divided between Jack Evans and Dorothy Nord Holt, and Ken Lucas was appointed chairman with Arlie Myers as vice-chairman. In view of the fact that both Ken and Arlie have served in the capacity of Council leaders for over twelve months, it was decided to bring up this

matter of appointing new officers to take their places at the end of three months.

The chairman called on W. P. Hapgood to give a report on the sales situation as he saw it at the present time. Mr. Hapgood talked at considerable length and emphasized the fact that the sales department had failed very badly to make a correct estimate of our sales for the last three months of this year, i.e., October, November and December. He explained that the salesmen had been over-optimistic in their estimates and had not paid sufficient regard to the movement of soups under P. L. from the retailer to the consumer. It was given as his belief that the entire explanation for the drop in sales was that the retailer was not doing his share in moving P. L. soups off his shelves. The jobber and jobber's salesman seemed to have stood behind P. L. soups very well for the last year or so, but because their activities were not followed by activity on the part of the retail merchant, the soups had stacked up on the retailer's shelves and as a result we are feeling a rather serious recession in the matter of business we are now transacting. He explained that the sales department was going to make a determined drive on educating and instructing the retail merchant in the selling of soup and with this end in view the entire force of eighteen salesmen would go out immediately to attack the problem of retail selling.

A question was asked as to the wisdom of our selling chain stores at this time. Several salesmen next stated that it would be unwise for us to sell the chain store merchant because that would lead to the alienation of the P. L. business under jobber's brands. Moreover, it was explained that the chain stores' method of selling were in our opinion, unethical and that the fact that they used Campbell's soups as leaders in price cutting would only harm the P. L. business. It was taken as the sense of the meeting that we should not sell the chain stores.

The chairman called upon Jack Evans to make a report on behalf of the committee engaged in releasing wage workers. He stated that within the last two or three weeks we had been forced to release some thirty-two wage workers, twenty-five of whom were released on Wednesday, November 27th. After this report was given, two or three members of Council brought up the question of whether we were justified in releasing Allen and Warren Nelson who had worked with us for almost twelve months as wage workers. It was explained that the two Nelson boys were the main support of a large family and that the fact of their being unemployed would, of course, cause a very real hardship on the parents as well as other members of the family. Council felt a considerable degree of sympathy with the Nelson boys as it did with several others who were released at the same time. There seemed to be no difference in the degree of need for work on the part of the Nelson boys than three or four men who had recently been taken off our payroll and it was felt by Council that if we allowed our sympathies to rule us in the matter of re-employing Warren and Allen Nelson, we would have to treat at least three others in a similar way. Members of Council argued very effectively that we could not employ people simply because they needed work. We have not the capacity to take care of all those who are unfortunately situated and it was felt that a line had to be drawn somewhere between the point where we employed a man or woman because of sympathetic reasons and where we refused to do so. It was taken as the sense of the meeting that the committee's report be accepted, and that unfortunately we could do nothing to alleviate the situation in the case of Warren and Allen Nelson.

The next matter for discussion was a proposal that we hold Council meeting on Monday mornings and that we make up for time used in this way by reverting to our nine-hour day. This proposal was put in the form of a motion and the mover asked that an experiment be made with it for a month, beginning Monday, December 9th. In explaining the reason for making this motion it was stated that Monday morning was a good time for the holding of Council meetings because all of us felt in a better frame of mind and were certainly less fatigued and exhausted than on Friday night. In view of the seriousness and difficulty of the problems which we meet within Council, it was felt that we should handle them at a time when we were best able to do so. Monday morning is also regraded as a time when there is a good deal of loss of time in the production departments because of the need for doing certain preparation work which makes it impossible to get the machines to running much before 10:30. The plan placed before Council allowed for the performance of preparatory work by those members who never attend Council and if need be a further plan may be evolved whereby the technicians and other workers rotate, some attending Council one Monday and the others

the following Monday while those away from Council attend to the work of handling the preparation duties in the plant. This motion was supported by most of those present at Council. In a vote upon the motion all were in favor of it except three persons who were opposed.

Meeting adjourned at 10:00 P. M.

Common Council Meeting, Monday, December 8

The minutes of the previous meeting were read and then approved. The first matter of business was a report from the chairman of the Health Committee. He stated that the following people had received assistance through the Health Department with very satisfactory results to all concerned:

Albert Armstrong has had three children operated on for tonsil trouble. Ralph Condon has had two children operated on for same. Mrs. Ken. Smith had undergone an operation for sinus trouble and was still under Doctor Burckhardt's care. L. C. Wood is receiving Dr. Burckhardt's attention and is making satisfactory progress. Dorothy Walker has had an operation for sinus and appendix trouble, and is still under Dr. Burckhardt's care. Lafe Gardner has been declared as permanently disabled and is being attended to by our doctor. Albert Armstrong is receiving special attention on account of nose and throat trouble. Mrs. Ollie Chambers is being examined by Dr. Burckhardt. Ruby Hawkins is recovering from an operation and is under Dr. Burckhardt's care. Mr. Ernest Steele had been examined by Dr. Burckhardt at the request of Blanche Steele and is to be treated later on. The cost of examination and treatment is to be paid by the company, and the company is to be reimbursed by Mrs. Steele. Mrs. Howard Herner has been in the hospital for ten days under observation and is being attended to by Dr. Burckhardt. Mr. Wm. H. Hines received Dr. Burckhardt's attention consequent upon an automobile accident in which he was injured. The following people have seen Dr. Larkins, the oculist, and have been furnished with glasses: C. E. Franz, Jack Evans, Leo Tearney and Josie Baker. Several others have been examined by Dr. Larkins and some treated, but no glasses were prescribed in these cases.

The cost of medical attention for the present fiscal year up to November 1st has been as follows:

For employees	$ 975.63
For dependents	824.75
For dental care	1,618.40

It was estimated that for the month of November medical expenses would run in the neighborhood of $500.00. The Health Committee recommended to Council that the time had come for the organization to assume the complete care for employees' dependents' health, including the care of the teeth and eyes. Jack Evans made a lengthy statement about the value of proper care of dependents and the ways in which this would reflect in better workmanship by and greater happiness for the employees. At present the employee exposes himself to infection and contagion because of the illnesses that afflict his dependents and in addition is subject to a good deal of worry and loss of time. The Health Committee, in discussing this matter with Dr. Burckhardt, who is in favor of the scheme, estimated that it would cost between $10,000 and $15,000 a year to maintain on a satisfactory basis. This figure represents an allowance of $35.00 per head per annum for each employee and each dependent—which compares very favorably with the national per capita average which allows $23.00 per person per annum. It was explained that this new protection which the company would offer its employees would be equal to a considerable advance in salaries and by its very nature would mean a considerable increase in the standard of living of the employees and their dependents in general. Considerable emphasis was placed upon the spiritual value which comes from a knowledge that one is protected whatever exigency may arise on account of unavoidable and unpredictible trouble. It also was pointed out that the expenditure of several thousand dollars in this manner would insure that the money was used where it was most needed; it would be a case of those who were fortunate helping those less fortunate and of the strong helping the weak. In connection with the recommendation concerning dependents the Health Committee made it very plain that dependents who sought the protection of the company would have to submit to the ruling of the company's doctor in every way, and that failure to do so would mean the withdrawal of this protection. In reply to a question of whether employees' dependents would have to undergo medical examinations, it was stated that the matter had not been considered but that if and when our medical adviser recommended it as a wise step to take, then the Health Committee would support

him and expect dependents to go through such an examination. Several members of Council who had been examined by Dr. Burckhardt expressed their appreciation for and satisfaction with the work done in their individual cases. Among those who talked were: Dad Woods, Elmer Burckhart, and Ken Smith.

The Health Committee asked several times for an expression of opinion from Council upon the advisability of extending this added protection to employees, and urged that the matter of the cost of same be relegated into the background for the time being. A vote was taken and all were in favor of accepting the recommendation of the Health Committee with one exception.

In connection with the expense involved in launching this scheme, the treasurer's opinion was asked for and he expressed the belief that we were in an unusually good position to try out the scheme for at least a year. Wm. P. Hapgood and Jack Evans supported the treasurer's views, and Council accepted it as such. One objection was raised on the grounds that the expenditure of such a large sum of money would contribute considerably to postponing the securing of common stock of the business by the workers. In reply it was explained that while that was true, it was also true that we had greater need of learning how to spend money intelligently before we were entrusted with the complete ownership of the common stock, and by that means complete control of the business. It was explained that this experience or education in the social expenditure of money would be of tremendous value to us in teaching us how to act in conformity with the ideals upon which the Columbia Conserve Company stands. Finally, it was moved and seconded that we appropriate $15,000 for our Health Program and that same be used to cover dependents' needs as well as those of ourselves. This motion was carried unanimously. The Health Committee was then instructed by Council to bring a plan of action back to the Council meeting of the 23rd of December. This plan, of course, is to include a definite program as to the way in which all problems relative to health are to be handled in future.

Jack Evans reported to Council that Dr. Burckhardt had certified Lafe Gardner as being permanently disabled, and that a proposition had been made to the effect that Mrs. Gardner should take Lafe's place. It was reported that Lafe was sufficiently well situated to stay at home and take care of the household, and that Mrs. Gardner was in good physical condition and could contribute a good deal to the company by working in the plant. Regret was expressed concerning the information on Lafe's condition, and it was taken by consent that we offer Mrs. Gardner the position with us at 30c per hour, but that we continue to pay a total income to the Gardner family of $35.00 per week, giving Mrs. Gardner $15.00 and Lafe $20.00 a week. In connection with this matter, it should be explained further that Mrs. Gardner's weekly income may fluctuate because of non-attendance at work and this will lower her remuneration from us, but under no circumstances will it affect the total income of $35.00 until such time as we have a general change in salaries. A motion to put Mrs. Gardner on salary was rejected by a large majority.

Mr. W. P. Hapgood proposed to Council, by means of a letter, that some of the available working time be devoted to educational work during the present slack period. He was of the opinion, his letter stated, that with Mrs. Jack Evans, Jack Evans, the Antioch students, and Dorothy Nord Holt, we had enough talent to do some elementary work with such subjects as English, Economics, and Sociology. He suggested that advantage be taken of the present opportunity to do some class work. It was explained that the success of any effort at education would depend largely on the disposition of the employees towards learning one or more of the subjects mentioned. A survey was made of the group by asking each one to vote for or against a project to establish classes in English within the plant. A fairly large number of employees expressed a desire to receive assistance in this subject. The Antioch students were asked whether they could assist in this matter, and Charlottee Corbett and Ruth Hutchinson stated they would be happy to do whatever they could with the teaching of English. Mather Eliot expressed a desire to assist with Economics and Sociology. It was decided to place a notice on the bulletin board stating what subjects would be taught and asking those interested to place their names on sheets that would accompany these notices.

The next matter discussed was that of our working hours for the period between now and Christmas. Bert Hines reported that it had been decided upon to cut production to zero after this week and to switch as many of the salaried force as would be available onto carrots. A very careful examination of

the situation was made and as a result it was decided to work the full nine hours a day until further notice. The production department was charged with the duty of seeing to it that we concentrate on the cleaning of carrots so that we reduce the chances of any loss because of changes in temperature and consequent rotting of raw material.

Jack Evans reported on behalf of the Needs Committee that W. G. Nowell, who had recently worked with us, as a wage worker, had made application for assistance on the grounds of special needs. He had met with unusual expenses during the time he worked with the company and because of circumstances beyond his control, he found it necessary to bring his wife and children to live in this city. During the time he was with us, he was unfortunate enough to fall sick and lose several days' work. The committee recommended that he be paid a sum equal to the amount he lost on account of lost time. That seemed, to the committee, to meet his immediate needs, and it was quite satisfactory to him. Council accepted the recommendation of the committee, and Mr. Nowell has been paid the sum of $25.00.

A. D. Myers and Homer Shelley gave reports from the Standards Committee. Arlie directed attention to the realignment of work in the Mechanical Department. Among other things he stated that the department is to be divided into two units:

(1) Maintenance.

(2) Engineering and Mechanical.

The first department is to be led by Dick Colter, and the second by Henry Rippe. It was felt that more freedom should be given to Henry Rippe to experiment in one field and another with a view to the building of more efficient equipment throughout the plant, and that he should receive the best assistance possible in doing this work. The committee recommended that he be given the assistance of Ed. Luedeman and a wage worker, who is a machinist, named Easley. All other members of the Mechanical Department would be under the direction of Dick Colter until such a time as Arlie returns to the plant to take over the department himself.

Arlie reported that he had been asked by the Sales Department to select girls for demonstration work and arrange for work in the city of Indianapolis. Volunteers for this work were sought at the meeting, and the following expressed their readiness to go out and take up this work: Ruth Hutchinson, Dollie Franklin, Eunice Watson, Olive Ferguson, Mary Lipferd, and Opal Hassenzahl. Jack Evans suggested that those who had volunteered be called together for instruction, and that they be coached by Arlie Myers, Mary Lipferd, and Bert Hines.

A request was made that we advertise in the columns of the Indianapolis Star and Indianapolis Times. Mr. Hapgood recommended that an ad be placed in the Times largely because of the progressive nature of that paper. After considerable discussion, it was agreed to that an advertisement be given both papers.

A suggestion was made to use extra girls in preliminary training in the office and printing room. The value of using this slack time for this purpose was fully recognized and Genevieve Hendricks, Miss Franz, and Howard Herner stated that they would do their best to give whatever training they possibly can to these girls.

A request for contributions in support of poor families during the Christmas period was referred to the standing committee which is charged with doing this work.

The proposal to move the labels from the present administration building to No. 6 warehouse was approved, and the building committee was asked to make the necessary arrangements so the work might be proceeded with at once. A proposal had been made to retain wage workers on a half-time basis in cases where such wage workers were promising material for purposes of being placed on salary. Because of the lateness of the hour and the complicated nature of this proposal, it was decided to refer it to the committee now handling recommendations for salary, and to ask it to bring back suggestions to Council at the next Council meeting.

Meeting adjourned at 11:15 A. M.

SPEEDY BOY

Orchestra Drummer—"I'm the fastest man in the world."

Violinist—"How's that?"

O. D.—"Time flies, doesn't it?"

V.—"So they say."

O. D.—"Well, I beat time."

Ike: "Does your father have to pay much for coal?"

Mike: "Not a cent! We live near the railroad track and he makes faces at the engineers."